

## **RESOLUTION 2016-10**

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF OCALA, FLORIDA, RELATING TO COMMUNITY REDEVELOPMENT; AMENDING OR MODIFYING THE COMMUNITY REDEVELOPMENT PLAN; REAFFIRMING THE FINDING OF THE EXISTENCE OF ONE OR MORE BLIGHTED AREAS IN THE CITY; CHANGING THE BOUNDARIES OF THE COMMUNITY REDEVELOPMENT AREA TO INCLUDE LAND AND DEFINING THE COMMUNITY REDEVELOPMENT AREA TO INCLUDE THREE SUBAREAS KNOWN AS THE "DOWNTOWN REDEVELOPMENT AREA," "NORTH MAGNOLIA REDEVELOPMENT AREA" AND THE "WEST OCALA REDEVELOPMENT AREA;" MAKING CERTAIN FINDINGS AND DETERMINATIONS; APPROVING A MODIFIED COMMUNITY REDEVELOPMENT PLAN TO INCLUDE THE WEST OCALA REDEVELOPMENT PLAN; PROVIDING FOR THE USE AND CALCULATION OF TAX INCREMENT FUNDS; PROVIDING FOR THE DURATION OF THE WEST OCALA COMMUNITY PLAN AND FUND; PROVIDING FOR NOTIFICATION TO THE TAXING AUTHORITIES; AND PROVIDING FOR AN EFFECTIVE DATE.

### **WHEREAS:**

- A. As used herein, the terms defined in Section 163.340, Florida Statutes, have the meanings as set forth therein. Further, as used herein, the "Redevelopment Act" refers to Part III, Chapter 163, Florida Statutes;
- B. By Resolution No. 88-37, adopted by the Ocala City Council ("City Council") on March 15, 1988, City Council found that one or more slum or blighted areas existed within the City in the area described in the Resolution (the "Downtown Redevelopment Area"), and that the rehabilitation, conservation or redevelopment, or combination thereof, of such area was necessary in the interest of public health, safety, morals or welfare of the residents of the City. Pursuant to such Resolution, the Downtown Redevelopment Area became the City's Community Redevelopment Area;
- C. Pursuant to Resolution No. 88-48, adopted by City Council on April 12, 1988, City Council created the Community Redevelopment Agency ("Agency"), and designated the City Council as the Agency pursuant to Section 163.357, Florida Statutes;
- D. By Resolution No. 88-52, adopted by City Council on May 24, 1988, the City adopted a Community Redevelopment Plan for the Downtown Redevelopment Area;
- E. By Ordinance No. 2009, adopted by City Council on June 1988, the City established a Redevelopment Trust Fund ("Fund") and provided for the deposit therein of tax increment revenues as described in Section 163.387(1) Florida Statutes;
- F. By Resolution No. 93-66, adopted by City Council on June 29, 1993, the City designated the Downtown Development Commission ("DDC") as the Agency pursuant to Section 163.356, Florida Statutes;
- G. By Resolution No. 99-01, adopted by City Council on June 22, 1999, the City designated City Council as the Agency pursuant to Section 163.357, Florida Statutes, and named the DDC as the advisory board to the Agency;

- H. By Resolution No. 99-121, adopted by City Council on August 10, 1999, the City found that one or more slum and blighted areas existed within the area described therein (the "North Magnolia Redevelopment Area"), that the rehabilitation, conservation or redevelopment, or combination thereof, of the North Magnolia Redevelopment Area was necessary in the interest of public health, safety, morals or welfare of the residents of the City, and that the need existed to amend the Community Redevelopment Plan to include the North Magnolia Redevelopment Area;
- I. By Resolution No. 2000-07, adopted by City Council on November 2, 1999, the City adopted a modification to the Community Redevelopment Plan. The modification included a change to the Community Redevelopment Area boundary designating a part of the Redevelopment Area as the "Downtown Redevelopment Area" and the other part as the "North Magnolia Redevelopment Area," and the adoption of the "North Magnolia Redevelopment Area Community Redevelopment Plan" dated June 22, 1999, as the redevelopment plan for the North Magnolia Redevelopment Area;
- J. By Resolution No. 2006-43, adopted by City Council on March 28, 2006, the City adopted a further modification to the Community Redevelopment Plan, amended the Community Redevelopment Plan as set forth therein, and extended the duration of the Community Redevelopment Plan, as more particularly set forth therein;
- K. City Council received a recommendation from City staff, including a Finding of Necessity Report, that a finding of the existence of one or more slum and blighted areas within portions of West Ocala should be made, that such portions of West Ocala should be added to the existing Community Redevelopment Area, and that the current Community Redevelopment Plan should be amended;
- L. City Council adopted Resolution No. 2013-42 on May 7, 2013, finding the existence of one or more blighted areas in the City of Ocala referred to as the "West Ocala Redevelopment Area," finding the conditions in the area meet the criteria described in Section 163.340(8), Florida Statutes, for a blighted area;
- M. The West Ocala Redevelopment Area Plan has been prepared and completed in accordance with the Redevelopment Act;
- N. The Agency received the West Ocala Redevelopment Area Plan and referred it to the Planning & Zoning Commission of the City of Ocala, the local planning agency of the City under the Local Government Comprehensive Planning and Land Development Regulation Act, in accordance with Section 163.360(4), Florida Statutes, and the Planning & Zoning Commission on February 9, 2015, after reviewing the West Ocala Redevelopment Area Plan, determined such plan to be consistent with the City's Comprehensive Plan and returned the proposed West Ocala Redevelopment Area Plan to the Agency with its recommendations;
- O. The Agency approved the proposed West Ocala Redevelopment Area Plan on March 17, 2015, and recommended its adoption to City Council;
- P. Notice to adopt the proposed West Ocala Redevelopment Area Plan was given to all taxing authorities pursuant to Section 163.346, Florida Statutes;
- Q. On July 28, 2015, City Council and the Marion County Board of County Commissioners held a joint public hearing pursuant to Section 163.361(3)(b)(2), Florida Statutes, to discuss and review competing policy goals for public funds;

- R. A public hearing notice regarding the proposed West Ocala Redevelopment Area Plan was issued in accordance with the Redevelopment Act; and
- S. All prerequisites under the Redevelopment Act having been accomplished, and it is now appropriate and necessary in order to proceed further with the redevelopment of the Community Redevelopment Area in accordance with the Redevelopment Act that the Community Redevelopment Area be amended to include the West Ocala Redevelopment Area Plan (Subarea of the Community Redevelopment Area).

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF OCALA, FLORIDA:

1. **Incorporation.** The above matters are incorporated herein.
2. **Reaffirmation of Prior Resolutions.** The Resolutions described above, including Resolution No. 2013-42, finding that one or more slum and blighted areas exist within the West Ocala Redevelopment Area as described and depicted on Exhibit A to such Resolution and to this Resolution, are reaffirmed.
3. **Change in Boundaries of Community Redevelopment Area.** The Community Redevelopment Plan is hereby amended and modified, pursuant to Section 163.361, Florida Statutes, to change the boundaries of the Community Redevelopment Area to include the West Ocala Redevelopment Area. Thus, the Community Redevelopment Area shall consist of the following areas (each of which are referred to as a "Subarea"):
  - a. The Downtown Redevelopment Area;
  - b. The North Magnolia Redevelopment Area; and
  - c. West Ocala Redevelopment Area
4. **Findings Concerning Adoption of the Modified Plan.** The City Council does hereby find that:
  - a. The modification to the Community Redevelopment Plan being made by this Resolution (the "Modified Plan") has been prepared, proposed and approved as required by the Redevelopment Act.
  - b. The City Council hereby approves community redevelopment of the Community Redevelopment Area pursuant to the Community Redevelopment Plan, as modified by this Resolution in that:
    - 1). Even though no families are anticipated to be displaced as a result of community redevelopment as proposed in the Modified Plan, a feasible method exists for the location of any such families in decent, safe, and sanitary dwelling accommodations within their means and without undue hardship to such families;
    - 2). The Modified Plan conforms to the general plan of the City as a whole;
    - 3). The Modified Plan gives due consideration to the utilization of community policing innovations, and to the provision of adequate park and recreational areas and facilities, that may be desirable for neighborhood improvement, with special

consideration for the health, safety, and welfare of children residing in the general vicinity of the sites covered by the Modified Plan; and

- 4). The Modified Plan will afford maximum opportunity, consistent with the sound needs of the City as a whole, for the rehabilitation or redevelopment of the Community Redevelopment Area by private enterprise.
  - c. The Modified Plan is consistent with and conforms to the provisions of the City's Comprehensive Plan in effect on the date hereof.
  - d. The Modified Plan is a sufficient and adequate plan for carrying out community redevelopment in accordance with the Redevelopment Act.
  - e. It is appropriate, proper and timely that the Modified Plan be approved at this time so that the Redevelopment Act, and other resolutions, ordinances and laws may be utilized to further redevelopment within the Community Redevelopment Area, including the West Ocala Redevelopment Area.
5. **Approval of Modified Plan.** The City Council does hereby approve, pursuant to Sections 163.360 and 163.361, Florida Statutes, the Modified Plan as the Community Redevelopment Plan for the Community Redevelopment Area. As a result of such action, the Modified Plan consists of the following documents:
  - a. The document entitled "City of Ocala Community Redevelopment Plan," prepared by Henigar and Ray Engineering Associates, Inc., and approved by the Agency on May 17, 1988, a copy of which was attached to Resolution 88-52 as Exhibit B, and is hereby incorporated herein by reference. This document shall serve as part of the Community Redevelopment Plan for the Downtown Redevelopment Area; and
  - b. The document entitled "City of Ocala Downtown Master Plan" dated January 2004, a copy of which is attached to Resolution 2006-43 as Exhibit A, and is hereby incorporated herein by reference. Such document shall serve as the other part of the Community Redevelopment Plan for the Downtown Redevelopment Area.
  - c. The document entitled "North Magnolia Redevelopment Area Community Redevelopment Plan" dated June 22, 1999, a copy of which is attached to Resolution 2000-07 as Exhibit B, and is hereby incorporated herein by reference. This document shall serve as the Community Redevelopment Plan for the North Magnolia Redevelopment Area.
  - d. The document entitled "West Ocala Redevelopment Area Community Redevelopment Plan" dated March 17, 2015, a copy of which is attached hereto as Exhibit A. This document shall serve as the Community Redevelopment Plan for the West Ocala Redevelopment Area.
  - e. All the foregoing documents shall be considered to be a single Community Redevelopment Plan for the purposes of the Redevelopment Act.
6. **Use and Calculation of Tax Increment Funds.**
  - a. The Community Redevelopment Agency shall utilize the funds and revenues paid into and earned by the Fund for community redevelopment purposes as provided in the Community

Redevelopment Plan for each Subarea and as permitted by law (including the City Code). The Fund shall exist for the duration of the community redevelopment undertaken by the Community Redevelopment Agency pursuant to the Community Redevelopment Plan for each Subarea to the extent permitted by the Redevelopment Act and applicable law. Moneys shall be held in the Fund by the City for and on behalf of the Community Redevelopment Agency, and disbursed from the Fund as provided by the Redevelopment Act, the City Code, Resolution, or the Community Redevelopment Agency.

- b. The tax increment to be paid by each taxing authority for the West Ocala Redevelopment Area shall be determined annually and shall be that amount equal to 90 percent of the difference between:
  - 1). The amount of ad valorem taxes levied each year by each taxing authority, exclusive of any amount from any debt service millage, on taxable real property contained within the geographic boundaries of the West Ocala Redevelopment Area; and
  - 2). The amount of ad valorem taxes which would have been produced by the rate upon which the tax is levied each year by or for each taxing authority, exclusive of any debt service millage, upon the total of the assessed value of the taxable real property in the West Ocala Redevelopment Area as shown upon the most recent assessment roll used in connection with the taxation of such property by each taxing authority for 2015 which is the base year for the West Ocala Redevelopment Area.
7. **Duration of Plan and Fund.** The duration of the Modified Plan for the West Ocala Redevelopment Area, and therefore of the Fund and of the required deposit of tax increment revenues into the Fund for purposes of the West Ocala Redevelopment Area, is December 31, 2045.
8. **Continuation of Fund.** This Resolution does not impair, diminish or restrict the effectiveness, validity of continuation of the Fund created and established by Ordinance No. 2009, enacted by the City Council on June 28, 1988, or any amendments thereto adopted prior to the effective date of this Resolution.
9. **Notification to Taxing Authorities.** The City Clerk is hereby authorized and directed to notify all taxing authorities of the adoption of this Resolution.
10. **Effective Date:** This Resolution shall take effect immediately upon its adoption.

This resolution adopted this 17 day of November, 2015.

**CITY OF OCALA**

By: Jay A. Musleh  
Jay A. Musleh  
President, Ocala City Council

ATTEST:

By: 

Angel B. Jacobs  
City Clerk

Approved as to form and legality:

By: 

Patrick G. Gilligan  
City Attorney

CITY OF OCALA  
OCALA COMMUNITY REDEVELOPMENT AGENCY  
NORTH MAGNOLIA COMMUNITY REDEVELOPMENT AREA  
REDEVELOPMENT PLAN  
AUGUST 20, 2019

## **Acknowledgements**

### Ocala Community Redevelopment Agency

Mary Sue Rich, Chairman

Jay A. Musleh, Vice-Chairman

Justin Grabelle

Brent R. Malever

Matthew Wardell

### North Magnolia Advisory Committee

Clark Yandle, Chairman

Mike Needham, Vice-Chairman

Floyd Hershberger

May Lee Hershberger

Ken Kebrdle

Douglas Loudon

Toni Yoder

Martha Zinn

### Project Team / Community Redevelopment Agency Staff

Gus Gianikas, CRA Manager

Ian Rynex, Redevelopment Analyst / Planner

### Growth Management Staff

Tye Chighizola, Growth Management Director

Holly Lang, Fiscal Manager

Peggy Cash, Office Administrator / Manager

David Boston, Senior Planner / GIS Analyst



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## **I. INTRODUCTION/BACKGROUND**

### **1.1 North Magnolia Redevelopment Plan**

The North Magnolia Redevelopment Plan has not been updated since it was initially adopted in 1999. A plan update is necessary to reflect the changed conditions and needs, as well as new desires and aspirations, of the community.

This plan amendment does not modify the boundaries of the redevelopment area. The legal description of the area is attached as Appendix 1. Additionally, this amendment does not extend the duration of the existence of the Agency. As per Resolution 2006-43, adopted by the Ocala City Council on March 28, 2006, North Magnolia CRA will exist through 2038.

The Downtown Redevelopment Area was created on April 12, 1988. The North Magnolia Redevelopment Area was created and designated as part of the Downtown Community Redevelopment Area on November 2, 1999, pursuant to Resolution No. 2000-07.

The North Magnolia Redevelopment Area Community Redevelopment Plan was adopted on June 22, 1999. The Ocala City Council adopted Resolution No. 99-121, a Finding of Necessity, on August 10, 1999, with findings that one or more slum and blighted areas existed within the North Magnolia Redevelopment Area and that rehabilitation, conservation, or redevelopment, or combination thereof, of the North Magnolia Redevelopment Area was necessary in the interest of the public health, safety, morals or welfare of the residents of the City, and that a need existed to amend the existing Community Redevelopment Plan to include the North Magnolia Redevelopment Area.

City Council adopted Resolution 2006-43 on March 28, 2006 to incorporate the Downtown Master Plan (adopted by City Council on January 20, 2004) into the Community Redevelopment Plan and to extend the duration of the CRA, including the North Magnolia CRA, through 2038. Aside from extending the duration of the CRA, the Downtown Master Plan did not update any other portion of the North Magnolia Area Community Redevelopment Plan.

### **1.2 Community Redevelopment Agency**

A Community Redevelopment Agency (CRA) is a special district created by a local government to carry out redevelopment activities in a specifically defined geographic area. The enabling legislation giving a city the authority to create a CRA is found in Chapter 163 Part III, Florida Statutes. As prescribed in the statute, CRA redevelopment activities focus on improving the physical development of the redevelopment area – buildings and sites, streets and sidewalks, parks, and infrastructure.

The improvements are accomplished by the CRA funding capital projects and partnering with the private sector in the redevelopment of property. Redevelopment agencies invest public funds in redevelopment activities with the intent of encouraging private investment into properties. The end-product resulting from redevelopment efforts is transformation of underutilized properties and facilities into productive assets of the redevelopment area.

A CRA can only expend funds to conduct redevelopment activities within the legally described CRA area. Eligible CRA redevelopment activities and expenditures listed in sections 163.370 and 163.387 of the statute include:

- Acquire real property
- To hold, improve, clear or prepare property for redevelopment
- To solicit requests for proposals for real property acquired for redevelopment purposes
- Dispose of real property acquired in the redevelopment area
- Demolition and removal of buildings and improvements
- Install, construct or reconstruct streets, utilities, parks, parking garages and other public improvements
- Conduct appraisals, title searches, surveys, financial analysis, studies and other plans necessary for the undertaking of community redevelopment and related activities
- Repair and rehabilitate buildings
- Carry out programs of voluntary or compulsory repair and rehabilitation of buildings or other improvements
- Administrative and overhead expenses necessary or incidental to the implementation of the community redevelopment plan
- The development of affordable housing
- The development of community policing innovations

### **1.3 Redevelopment Plan**

All Community Redevelopment Agencies are required by Chapter 163.360, Florida Statutes to have a Redevelopment Plan that identifies the redevelopment activities to be carried out in the CRA area and how they are to be funded. CRA expenditures must be based on and consistent with the Redevelopment Plan. Consequently, the Redevelopment Plan is the legal guiding document for the operation of the CRA.

The Ocala Community Redevelopment Agency is responsible for developing and implementing the community redevelopment plans that addresses the unique needs of each of the four redevelopment subareas. The redevelopment plans provide guidelines and strategies for removing physical and economic blight and identifies a vision, goals and timetables for generating growth and new opportunities. Redevelopment plans are created with political, business, and community

participation. The plans are the roadmap for spurring growth and improving the quality of life and general welfare of the people who live and work in and around redevelopment areas.

#### **1.4 Redevelopment Plan Amendment Approval Process**

Following is the review and approval process for a CRA Redevelopment Plan amendment that does not expand the boundaries or extend the duration of the CRA increment financing. The sequence of events and the process for amending an existing community redevelopment plan are in many respects the same as those used for the original adoption of the plan.

1. A proposed amendment to the community redevelopment plan is presented to the governing board of the CRA. The amendment may be prepared at the direction of the CRA or any other person, including residents, property owners, businesses, or associations in the existing community redevelopment area, or any agency (public or private). [Fla. Stat. § 163.360(4) (2018)]
2. Prior to considering the proposed amendment, the CRA board forwards the proposed amendment to the "local planning agency" for review and recommendations regarding the amendment's consistency with the comprehensive plan of the city. [Fla. Stat. § 163.360(4) (2018)]
3. Within 60 days after receipt of the amendment, the local planning agency's written recommendations are sent back to the CRA governing board. If the local planning agency has not submitted its recommendations within 60 days of receiving the proposed amendment, then the CRA may nonetheless proceed with the amendment without the local planning agency comments. [Fla. Stat. § 163.360(4) (2018)]
4. The CRA governing board receives and considers the recommendations from the local planning agency. If the local planning agency found the amendment is not consistent with the comprehensive plan, then the CRA board should make such changes in the amendment as are necessary to make it consistent with the comprehensive plan.
5. When considering the amendment, the CRA governing board may either: (i) approve the amendment and forward it to the City Council with recommendations; (ii) make recommended changes to the proposed amendment or (iii) reject the proposed amendment. If the amendment is rejected, that is the end of the process.
6. If the CRA governing board approves the amendment, or approves with recommended changes, it shall submit the amendment, with its recommendations, to City or County Council and to each taxing authority that levies ad valorem taxes on taxable real property within the redevelopment boundaries. [Fla. Stat. § 163.360(5) (2018)] In lieu of submitting

the proposed amendment in writing, the CRA may orally present it to each governing authority; or the CRA may present it both orally and in writing. [Fla. Stat. §163.361(3)(a)]

7. The City or County Council will hold a public hearing to consider the amendment. Notice to each taxing authority which levies ad valorem taxes on taxable real property within the redevelopment area must be sent by the City Council by registered mail at least 15 days prior to the public hearing. [Fla. Stat. §163.346] This notice requirement to taxing authorities is in addition to the CRA notice to taxing authorities. [Fla. Stat. § 163.361(3)(a) (2018)]<sup>1</sup>
8. Council must have a notice published in a newspaper of general circulation in the City 10 days prior to the public hearing. The notice must include: time, date, place, and purpose of public hearing; general description of the redevelopment area; outline general scope of the amendment to be considered; where the proposed amendment can be inspected (presumably, City Hall); and a statement that interested persons may appear at the meeting and be heard with respect to the plan amendment. [Fla. Stat. §§ 163.360(6)(a); 163.361(2); 163.346; 166.041(3)(a) (2018)]
  - a. If the original redevelopment plan was created by resolution, the amended redevelopment plan must also be adopted by resolution. If the original redevelopment plan was created by ordinance, the amended redevelopment plan must also be adopted by ordinance and will require a first reading prior to the public hearing required under the Community Redevelopment Act.
9. City or County Council holds the public hearing at the time and location noticed. The proposed amendment is presented and comments are received from the public.
10. After the close of the public hearing, City Council may either: (i) approve the amendment as presented; (ii) reject the proposed amendment; or (iii) return the amendment to the CRA with directions to make certain changes. If the latter is done, then this process is repeated for the amendment as changed.

## **1.5 Public Outreach and Participation**

As the first step in the process to update the North Magnolia Redevelopment Plan, the North Magnolia CRA Advisory Committee conducted a series of public workshops from January to March of 2018. The main purpose of the workshop series was to obtain public input on the needs and priorities of the community. The workshops and meetings identified the following goal topics.

- Infrastructure – Accessibility and Connectivity
- Land Use and Development Regulatory Framework
- Economic Development

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<sup>1</sup> Since both Fla. Stat. §§ 163.361(3)(a) and 163.346 require that both the agency and Council notify taxing authorities, one notice can be from both entities and can be sent out by registered mail at least 15 days prior to the hearing.

- Housing
- Safety

The North Magnolia Strategic Plan document is attached as Appendix 2. The intent of the Strategic Plan was to provide a framework for the Redevelopment Plan. The goals and objectives of the Strategic Plan are incorporated into the Redevelopment Plan. The format and organization of this Redevelopment Plan are different from the Strategic Plan, as the Redevelopment Plan must meet different requirements. Additionally, the Redevelopment Plan is more comprehensive in nature and has a long-term view. The Redevelopment Plan is a legal document that must meet the requirements of Chapter 163 Part III, F.S. and includes a more detailed analysis of current physical and economic conditions and contains a needs assessment based on the statutory requirements.

## **1.6 Organization of a Redevelopment Plan**

Topics for Goals and Objectives follow requirements of Chapter 163 Part III F.S. and the North Magnolia CRA Advisory Committee Strategic Plan May 2018. The plan is organized following the standard planning process:

Current Condition Assessment → Finding → Goal → Objective → Strategy →  
Implementation Plan

These terms are defined below.

Current Condition Assessment – Assessment of physical features and economic characteristics of CRA area including land use and development, buildings, streets and rights-of-way, infrastructure, housing and businesses.

Finding – A finding presents the condition of the physical feature requiring redevelopment action. As applicable, a finding is stated in a manner to be consistent with the language in the statute.

Goal – A goal is a broad directional statement of emphasis or intent to do or accomplish something in the future. For most CRAs, five to seven goals are adequate to deal with areas of importance in the community. Because goals are timeless and global, they may not change from year to year. A goal statement should be written for each goal that identifies what the CRA intends to do. Goal statements usually begin with a verb: to provide, maintain, develop, increase, improve, etc. Goal topics are based on the issues the plan is going to address.

Objective – Each goal has objectives that state what needs to be done to resolve the problem conditions stated in the findings. An objective identifies a specific output or result that is measurable and observable.

Strategy – A Strategies Action Statement states how the objective will be achieved and the actions to be carried out to resolve the current troubled condition.

Implementation Plan – The implementation plan identifies the projects and programs that will be completed to carry-out the objectives and strategies.

In addition to the above content, Section V., which addresses the required plan contents following the format described in section 163.362 F.S., is also included. The required contents are covered in other sections of this plan document but are restated in the format of 163.362 F.S. for ease of showing consistency with the Statute

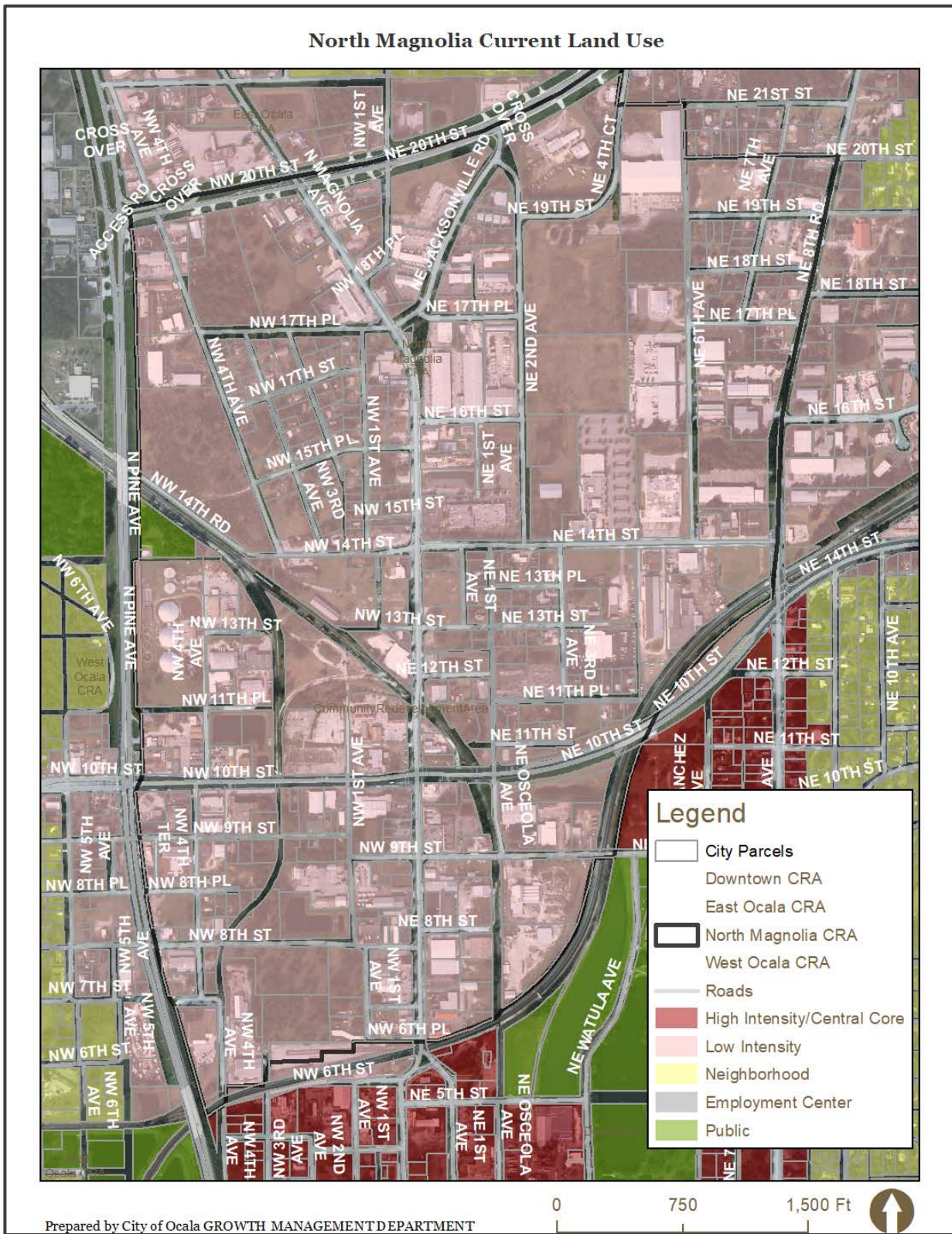
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## **II. CURRENT CONDITIONS & NEEDS ASSESSMENT**

- 2.1 Future Land Use**
- 2.2 Current Zoning Districts**
- 2.3 Current Land Use**
- 2.4 Residential Parcels**
- 2.5 Building Age**
- 2.6 Undeveloped Land**
- 2.7 Figure Ground Map**
- 2.8 FEMA Floodplains**
- 2.9 Open Space**
- 2.10 Functional Classification of Roads**
- 2.11 Traffic Volumes**
- 2.12 Lighting and Sidewalks**
- 2.13 Water Utility Service**
- 2.14 Sewer Utility Service**
- 2.15 North Magnolia Businesses**

## 2.1 Future Land Use



## **Future Land Use**

On December 18, 2018, the Ocala City Council adopted Ordinance # 2019-08 amending the Future Land Use classification of a large portion of the North Magnolia Redevelopment Area from High Intensity to Low Intensity. The amendment was initiated to make the Future Land Use category more consistent with the historic development pattern and character of the area. With this change, the entire redevelopment area is now classified as Low Intensity Future Land Use. Map 1 – Future Land Use reflects this change.

The City of Ocala Comprehensive Plan Future Land Use Element defines Low Intensity land use as stated below.

Policy 6.3: Low Intensity - The intent of the Low Intensity land use classification is to identify areas that are generally oriented towards the automobile as the primary mode of transportation, with pedestrian circulation and activity being generally less than High Intensity/Central Core and Medium Intensity/Special District districts. Low Intensity may contain a single use. Mixed use development is encouraged. Permitted uses include office, commercial, public, recreation, institutional, educational facilities and residential. Light industrial shall only be allowable in designated locations as specified in the Land Development Code and must meet the intent of the Low Intensity category, including form and design guidelines as applicable. It is also the intent of this category to promote a walkable suburban form.

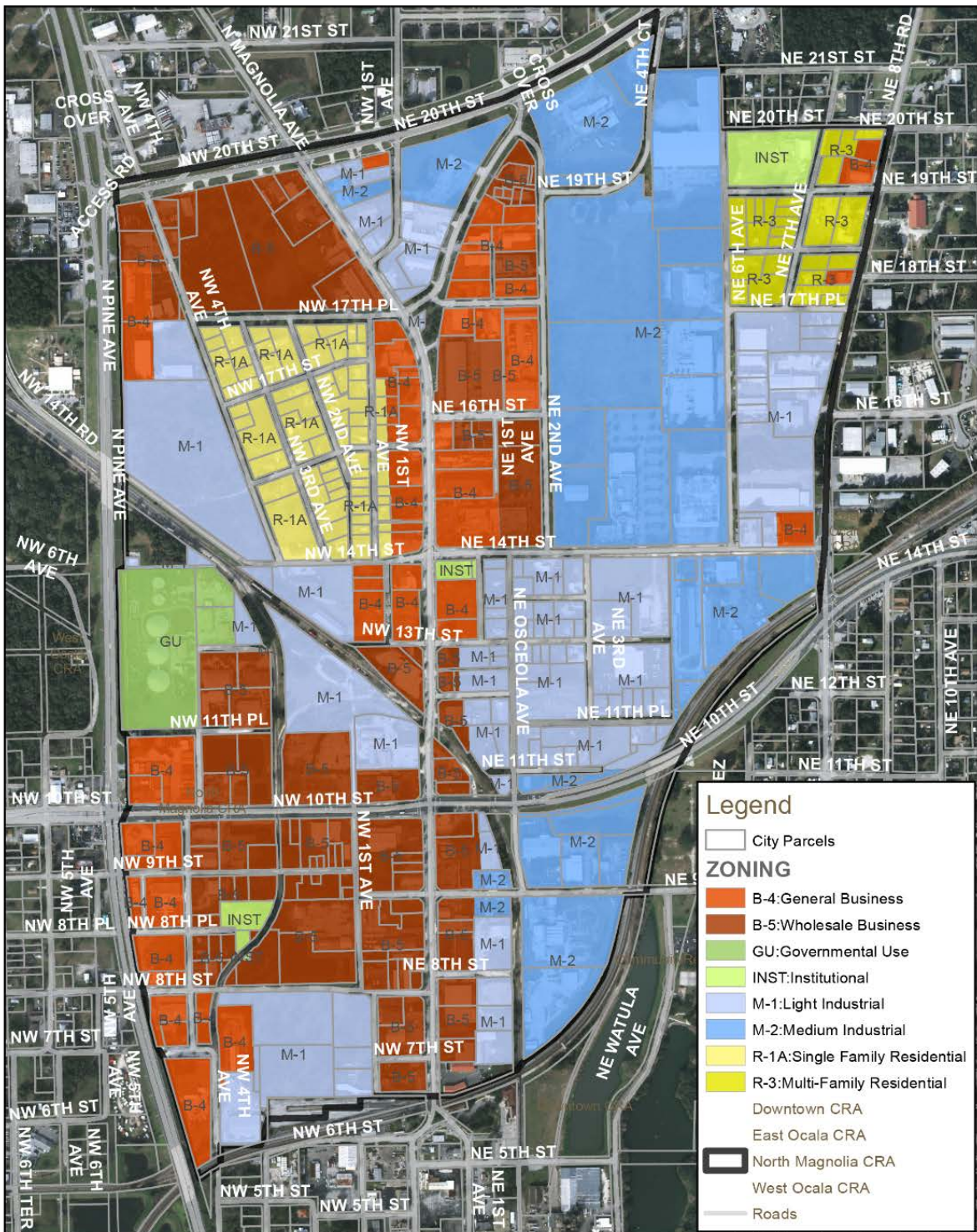
The form of buildings and development may be regulated for specified areas by a Form Based Code or Corridor Overlay. Buildings may have larger setbacks from the street and public rights-of-way than other mixed-use districts. Buildings may have surface parking between the building and the street, though rear and side yard parking is encouraged for non-residential uses. Low Intensity areas may have large open space areas such as community and regional parks, trails, or surface stormwater management facilities designed as amenities.

The minimum density and intensity in this future land use category is 3 dwelling units per gross acre or 0.00 FAR. The maximum density and intensity is 18 dwelling units per acre or 0.75 FAR.



## 2.2 Zoning

## North Magnolia Current Zoning



Prepared by City of Ocala GROWTH MANAGEMENT DEPARTMENT

0 750 1,500 Feet 

## **Zoning**

The B-5 Wholesale Business, M-1 Light Industrial, and M-2 Medium Industrial Districts form most of the zoning districts in the North Magnolia Redevelopment Area. Together, these zoning districts make up 74% of the total area. B-4, General Business is the next commonest zoning district, making up 13% of the area.

Several parcels between North Magnolia Avenue and NW 1<sup>st</sup> Avenue have split zoning, part R-1A and part B-4.

The City of Ocala Zoning Code defines the districts as follows:

	<b>Acres</b>	<b>%</b>
<b>B-4</b>	42	13%
<b>B-5</b>	76	23%
<b>GU</b>	10	3%
<b>INST</b>	5	1%
<b>M-1</b>	81	25%
<b>M-2</b>	85	26%
<b>R-1A</b>	18	6%
<b>R-3</b>	9	3%
<b>Total</b>	327	100%

### **B-5, Wholesale Business District**

The Wholesale Business (B-5) district is intended primarily for retail sales, wholesale trade and warehouse storage requiring a large site or structure. Outdoor sales with some B-5 uses are permitted, with criteria as set forth in section 122-1205. Outdoor storage is a permitted accessory use with criteria as defined in section 122-282.

### **M-1, Light Industrial District**

The Light Industrial (M-1) district is intended primarily for wholesale distribution, warehouse storage, research and development, showroom sales, and light manufacturing of finished or semi-finished products. The light industrial uses shall be compatible with the surrounding uses. Outdoor manufacturing is not allowed in the M-1 district. Outdoor storage is allowed as a permitted accessory use, if it complies with design criteria in section 12-763. Additional outdoor storage, subject to design criteria (see section 122-767) can be requested as part of the public hearing process before the planning and zoning commission and city council. Service establishments serving the industrial uses or the district shall be permitted. Specific uses shall be controlled by the standards for industrial performance in article VIII of this chapter.

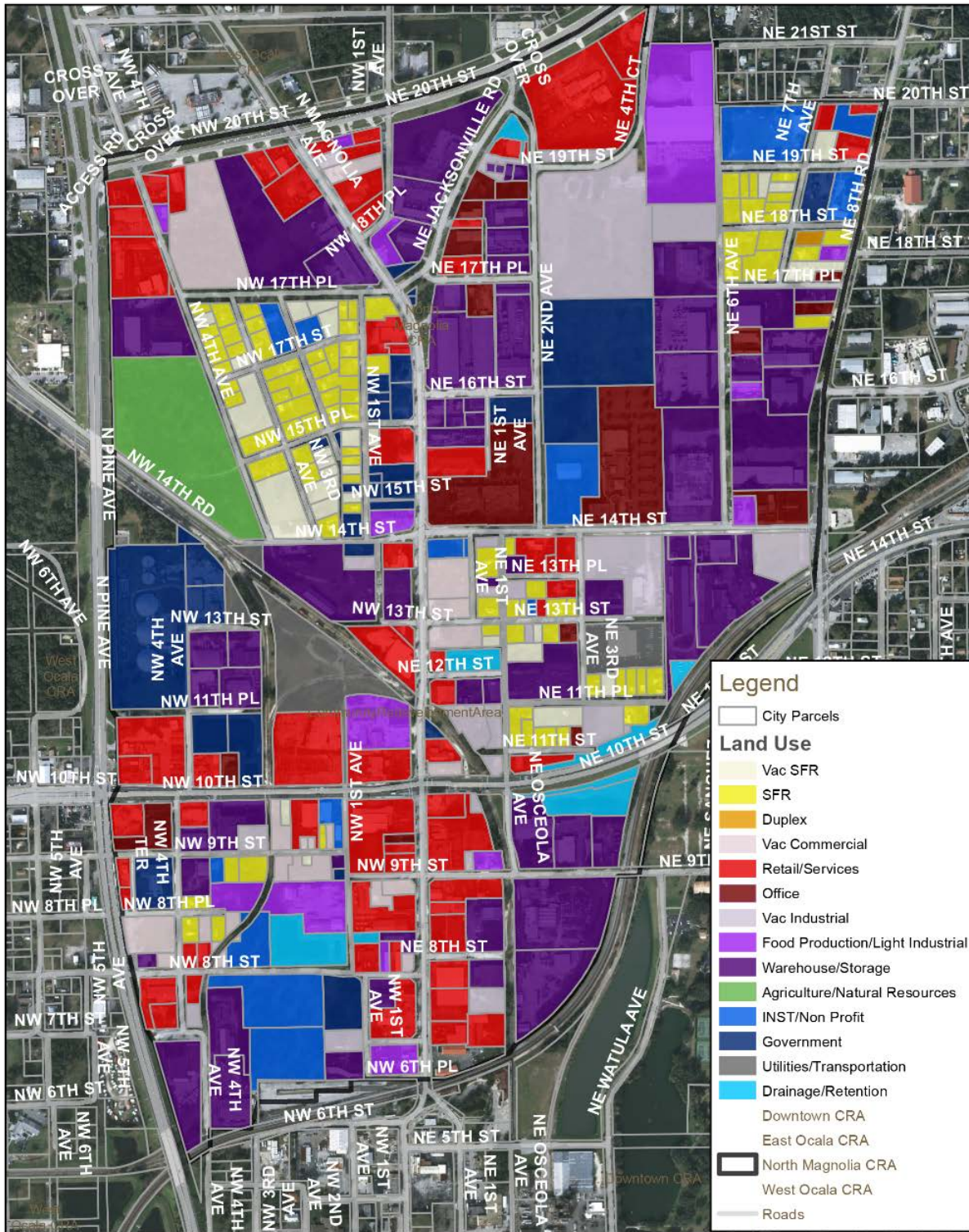
### **M-2, Medium Industrial District**

The Medium Industrial (M-2) district is intended primarily for the wholesale distribution, warehouse storage, outdoor storage and sales, research and development and light manufacturing of finished or semi-finished products in multiple-use facilities or structures. Outdoor manufacturing activities associated with permitted uses may be allowed in the M-2 district as a special exception. Service establishments serving the industrial uses or district shall be permitted. Specific uses shall be controlled by the standards for industrial performance in article VIII of this chapter.



## 2.3 Existing Land Use

### North Magnolia Current Land Use



Prepared by City of Ocala GROWTH MANAGEMENT DEPARTMENT



### Existing Land Use

Warehouse/Storage and Retail/Services together form 48% of total uses in the area. The other uses all make up less than 10% individually.

Single-family uses form a small but distinct part of North Magnolia. The largest section of residential uses is located in the northwest and was formerly workforce housing correlated with industrial uses in the area.

Retail and services are mostly oriented around the southern section of N Magnolia Avenue, as well as fronting NE 20<sup>th</sup> St to the very north.

At 31% of total land use, warehouse and storage uses make a significant impact on the area and are spread regularly throughout.

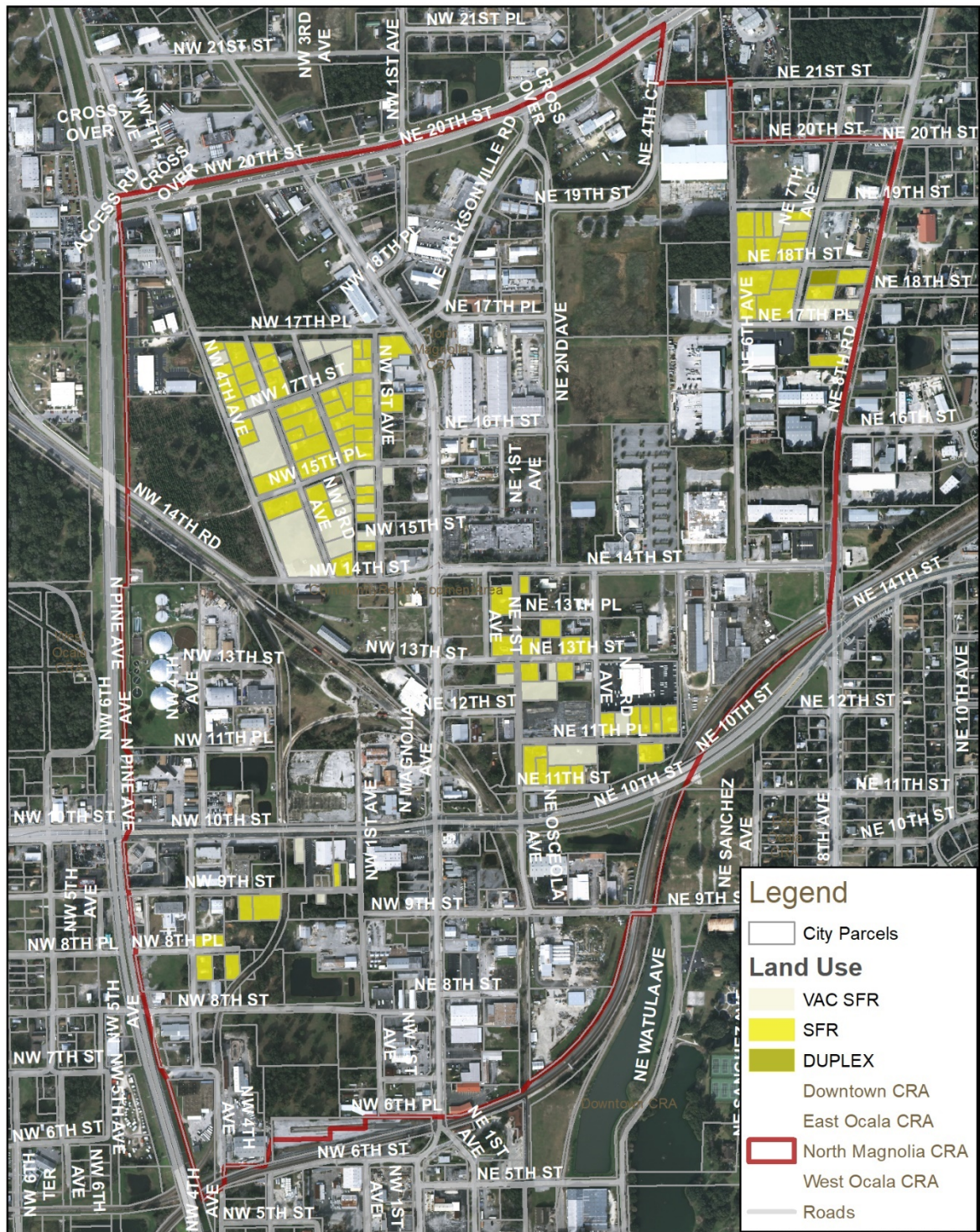
The large parcel of land that reflects the ‘Agro/Natural Resource’ designation is for tax purposes and is essentially vacant land. If this parcel is included in the vacant land count, 17% of the total land in the North Magnolia CRA is vacant.

Land Use	acres	%
<b>Vacant SFR</b>	10	3%
<b>SFR</b>	22	7%
<b>DUPLEX</b>	0.3	0%
<b>Vac Commercial</b>	12	4%
<b>Retail/Services</b>	55	17%
<b>Office</b>	19	6%
<b>Vac Industrial</b>	23	7%
<b>Food Prod/Light Ind</b>	18	6%
<b>Warehouse/Storage</b>	100	31%
<b>Agro/Natural Resour</b>	9	3%
<b>INST/Non Profit</b>	14	4%
<b>Government</b>	26	8%
<b>Utilities</b>	9	3%
<b>Drainage/Retention</b>	7	2%
<b>Total</b>	324	100%



## 2.4 Residential Parcels

### North Magnolia Residential Parcels



Prepared by City of Ocala GROWTH MANAGEMENT DEPARTMENT



### North Magnolia Residential Parcels

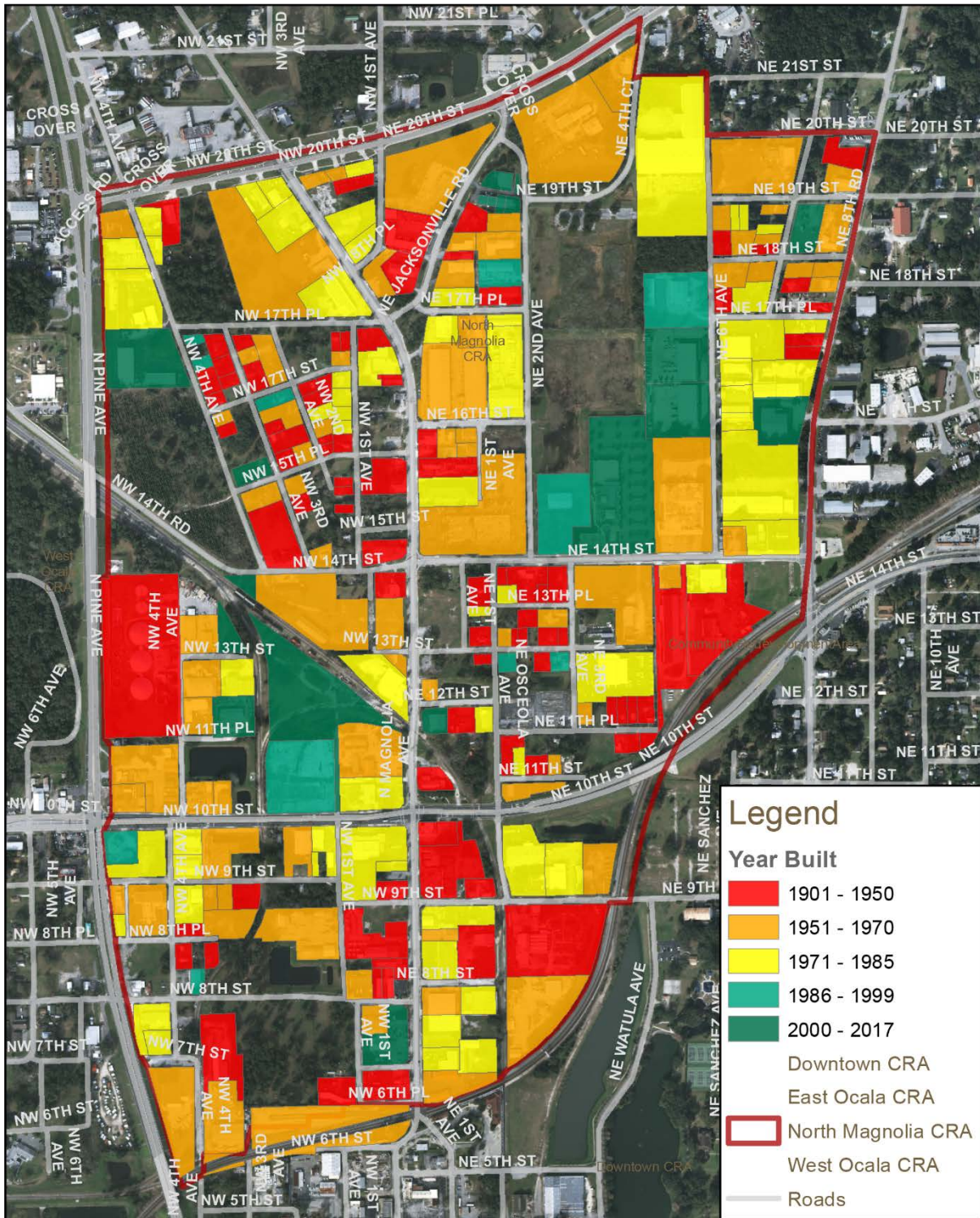
There are three distinct, though relatively small, residential neighborhoods in the area. The largest and most amenable to residential redevelopment is in the northwest. As shown on Map 2.4, the CRA has been acquiring property in the area. This area contains 68 residential parcels. The area in the vicinity of NE 13<sup>th</sup> St and NE 1<sup>st</sup> Ave has a small smattering of homes amid commercial and industrial uses. This area contains 26 residential parcels. The neighborhood to the northeast, separated by a small commercial use section on NE 8<sup>th</sup> Rd, is continuous with large R-3 and R-1A zoned neighborhoods to the east and outside of the redevelopment area. This area contains 20 residential parcels. Please refer to 2.4. *Residential Parcels* map on page 16.

Unit Type	Count
Vac SFR	27
SFR	86
DUPLEX	1
Total	114

There is a total of 114 residential parcels in the area, the clear majority of which are single family, and of which a total of approximately 30% are vacant.

## 2.5 Building Age

### North Magnolia Building Age



### **North Magnolia Building Age**

Those structures built before 1950 are generally considered to be the most at risk for serious deterioration and demolition; 35% of structures in the area were built before 1950. While 65% of structures were built before 1970.

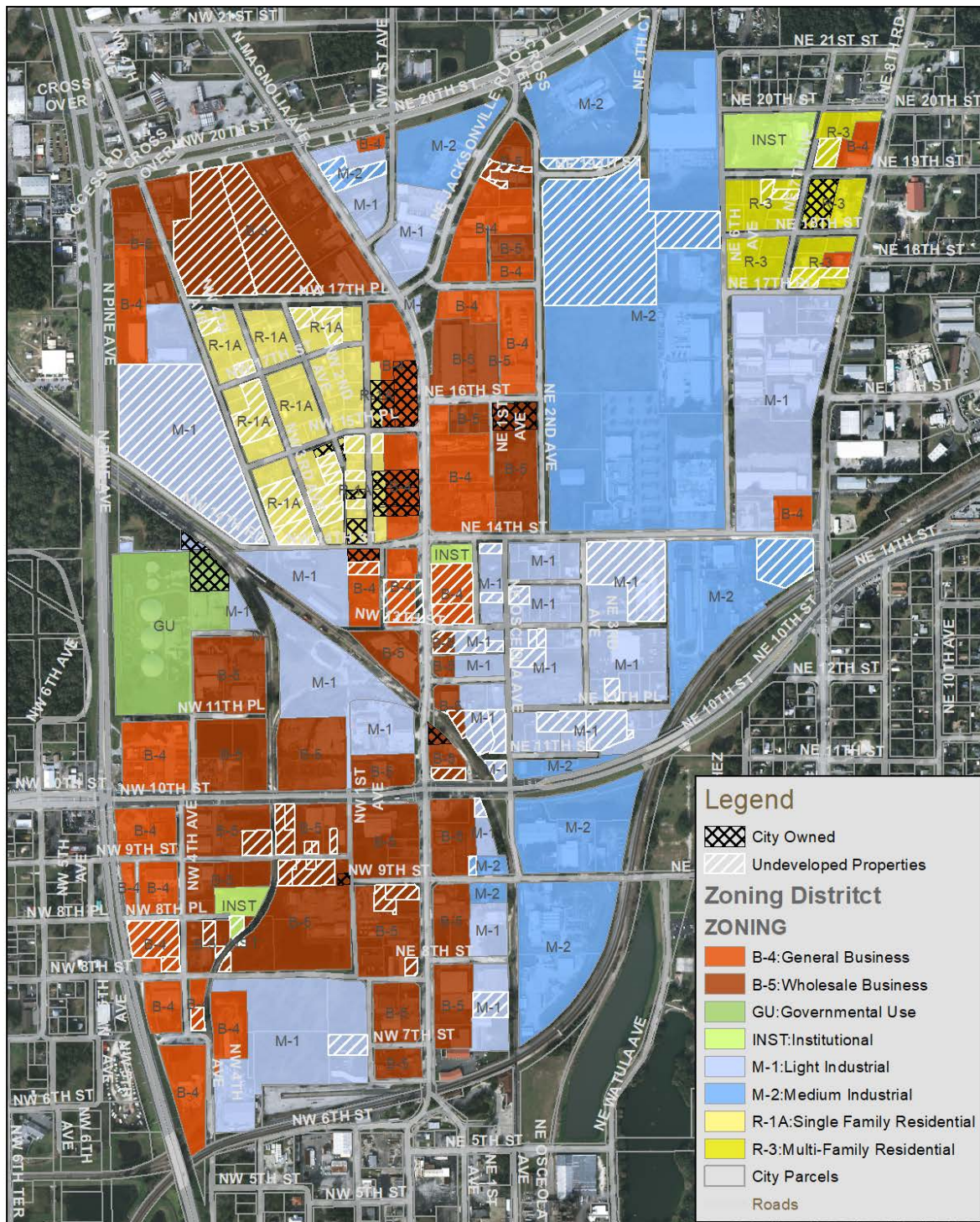
Only 6% of the buildings in the area could be considered newer construction, being built after 2000.

<b>Year Built</b>	<b>#</b>	<b>%</b>
<b>1901-1950</b>	90	35%
<b>1951-1970</b>	76	30%
<b>1971-1985</b>	62	24%
<b>1986-1999</b>	11	4%
<b>2000-2017</b>	16	6%
<b>Total</b>	255	100%



## 2.6 Undeveloped Land by Zoning District

North Magnolia Undeveloped Land and Zoning District



Prepared by City of Ocala GROWTH MANAGEMENT DEPARTMENT

### Undeveloped Land by Zoning District

The B-5 and M-2 zoning districts together contain 27.8 acres of undeveloped land. Though the R-1A zoning district forms only 6% of the total area, or 18 acres, 5.8 acres are currently undeveloped. The M-1 Light Industrial zoning district also contains a high amount of undeveloped land.

Generally, the northernmost areas contain most of the undeveloped land. In particular, the R-1A, B-4, and M-1 districts located in the center (with the intersection of NW 14<sup>th</sup> St and N Magnolia Ave as the center) and northwest of the redevelopment area hold potential for redevelopment.

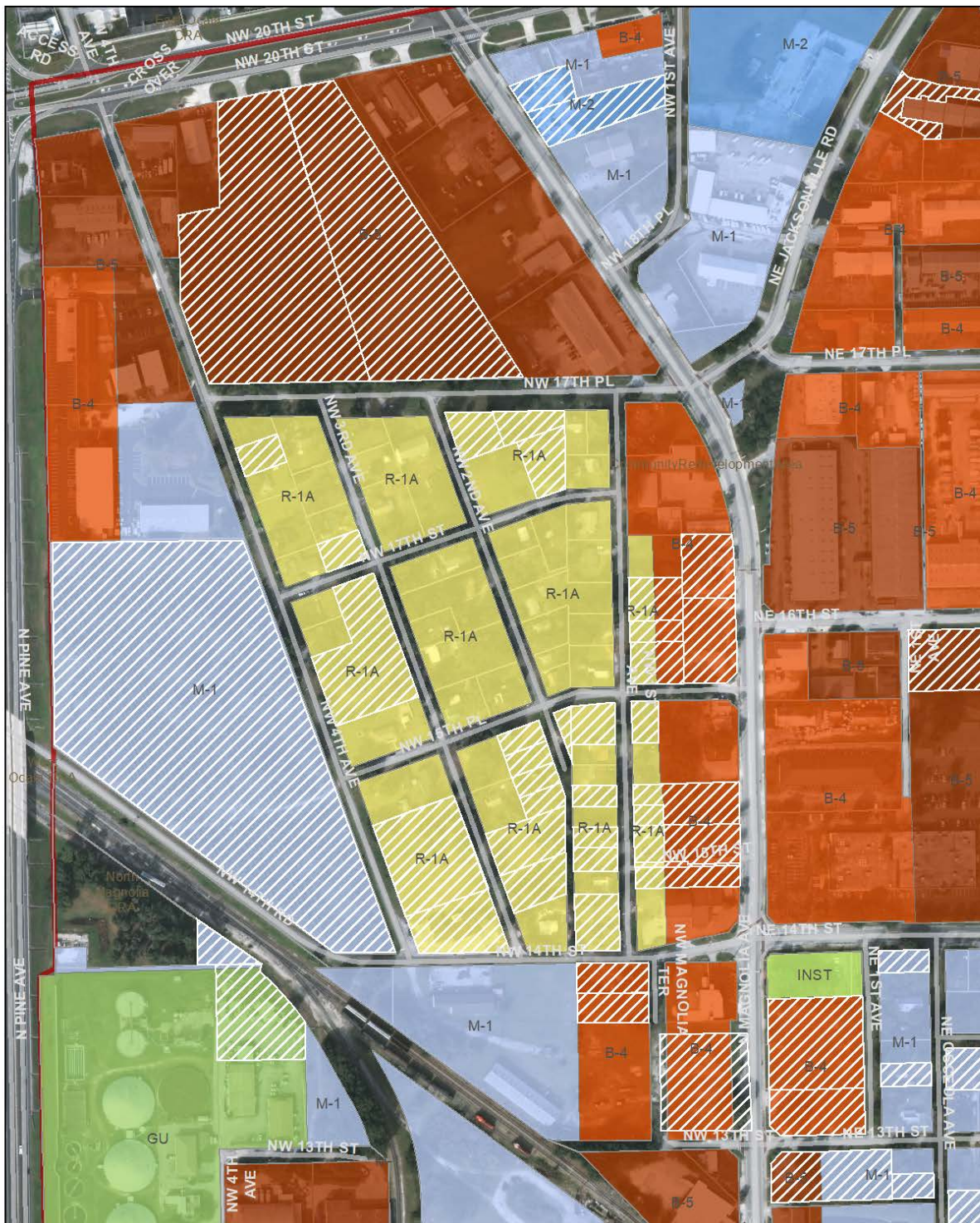
Zoning	Acres
<b>R-1A*</b>	5.8
<b>R-3*</b>	1.4
<b>B-4</b>	4.7
<b>B-5</b>	13.4
<b>INST</b>	0.2
<b>M-1</b>	9.6
<b>M-2</b>	14.4

Large parcels of undeveloped land in the vicinity of NW 17<sup>th</sup> Pl and NW 14<sup>th</sup> Rd could anchor large redevelopment efforts in the area.

Please see maps on pages 22-25 for smaller scale information on vacant land by zoning district in four quadrants of the North Magnolia CRA. Map 2.7 *Figure Ground Map* illustrates the building patterns and where infill opportunities exist.



## North Magnolia Undeveloped Land



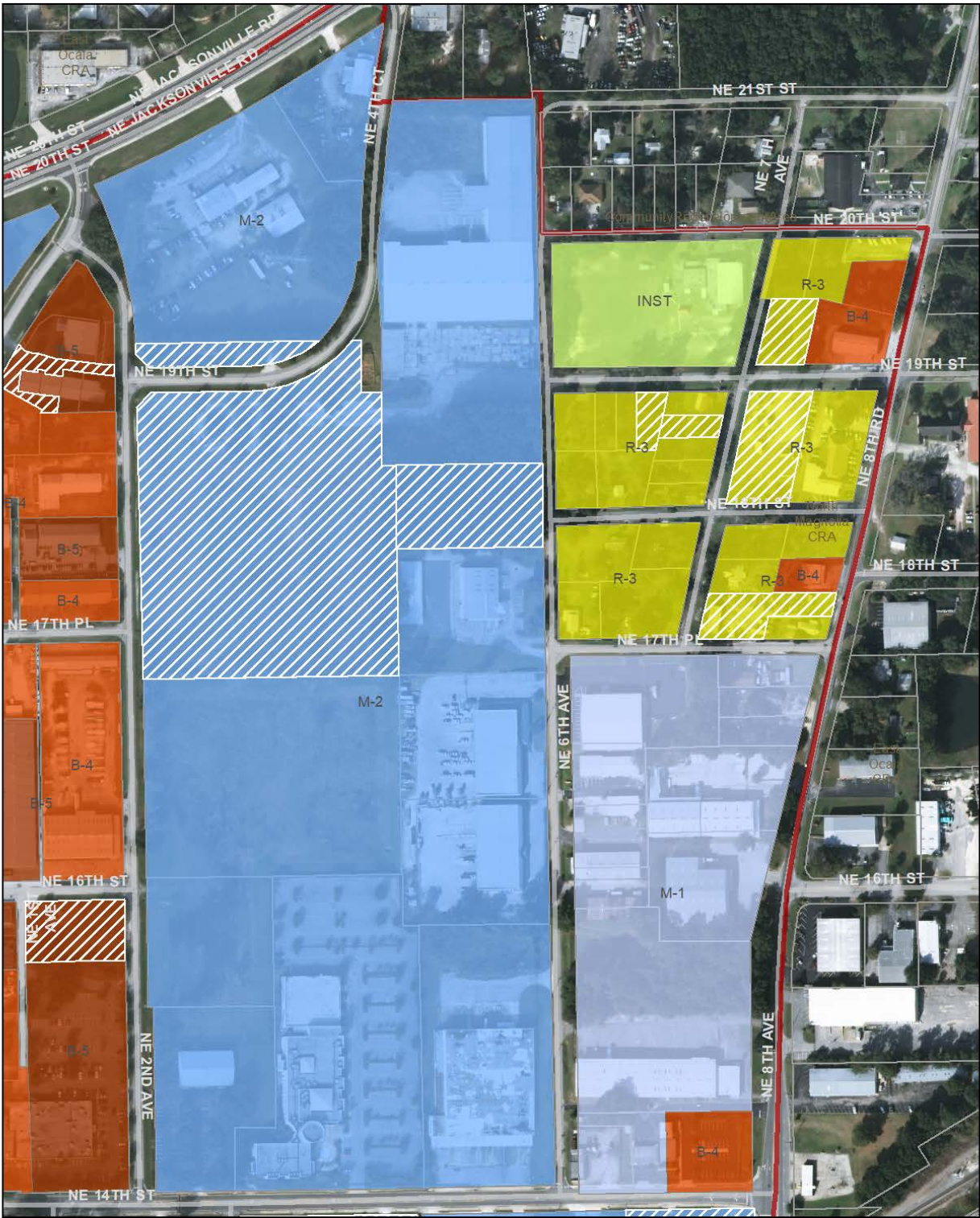
Prepared by City of Ocala GROWTH MANAGEMENT DEPARTMENT

0 350 700 Ft 



NE Quadrant - Undeveloped Land

North Magnolia Undeveloped Land



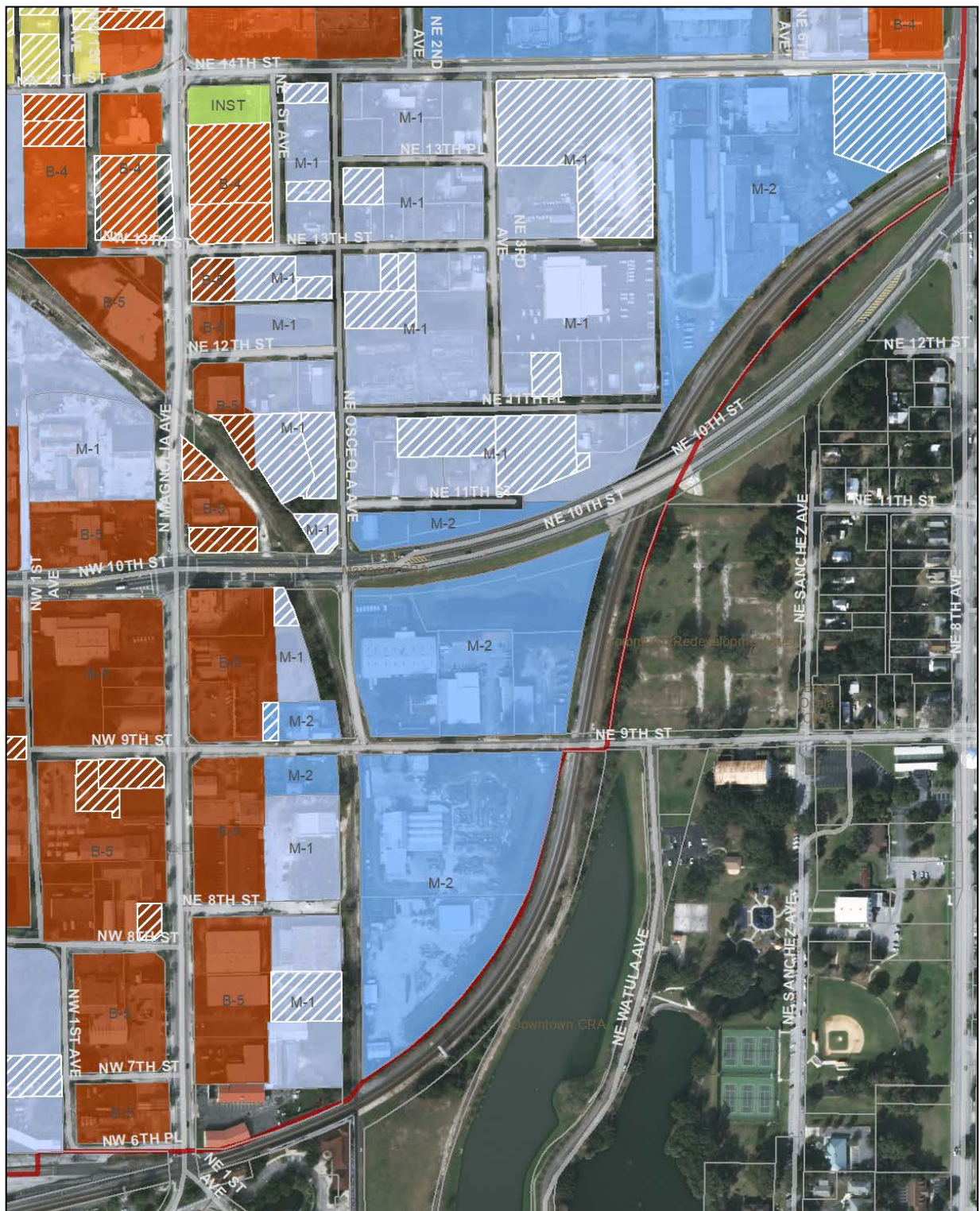
Prepared by City of Ocala GROWTH MANAGEMENT DEPARTMENT





## SE Quadrant - Undeveloped Land

### North Magnolia Undeveloped Land



Prepared by City of Ocala GROWTH MANAGEMENT DEPARTMENT





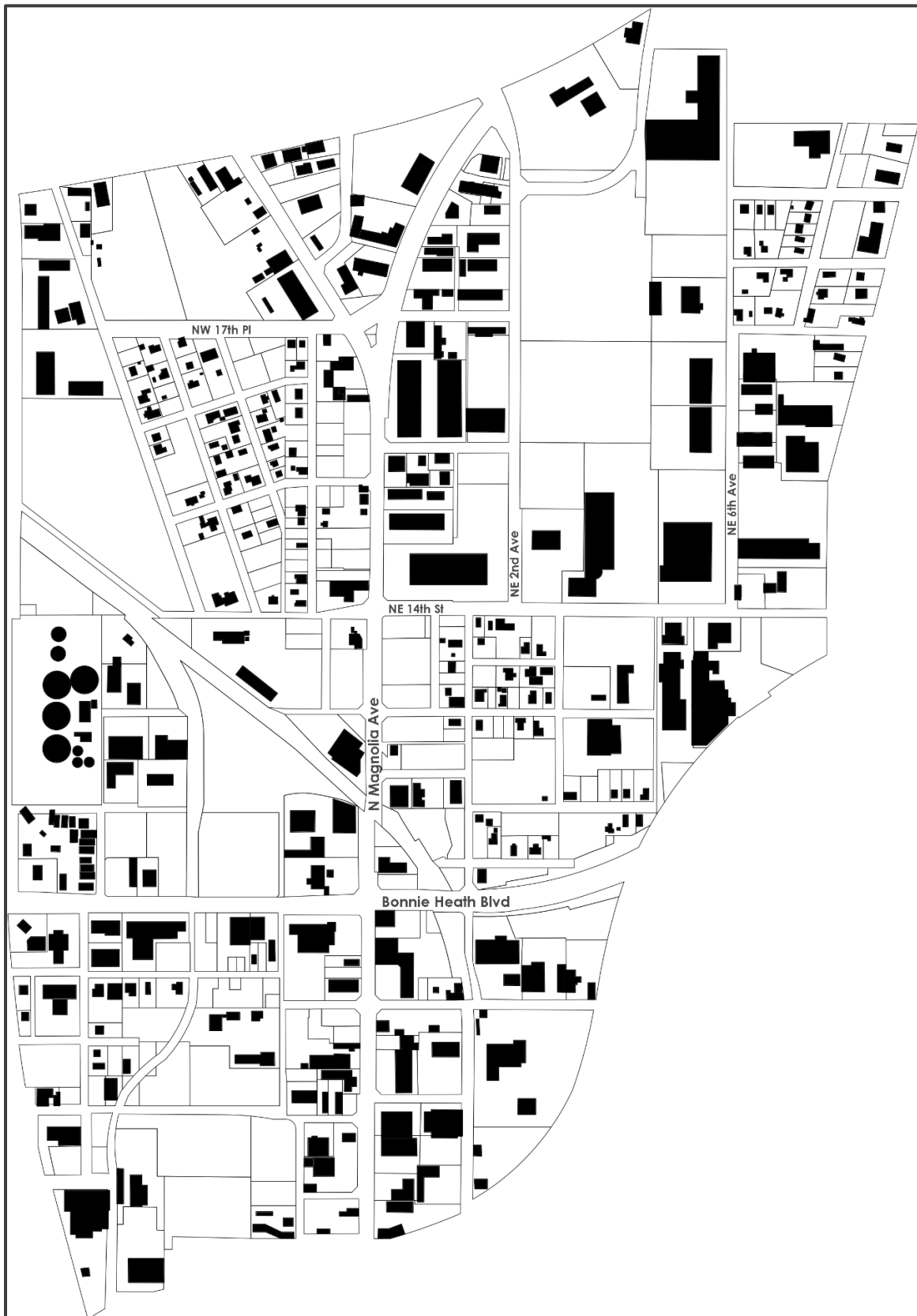
## North Magnolia Undeveloped Land



0                      300                      600 Ft



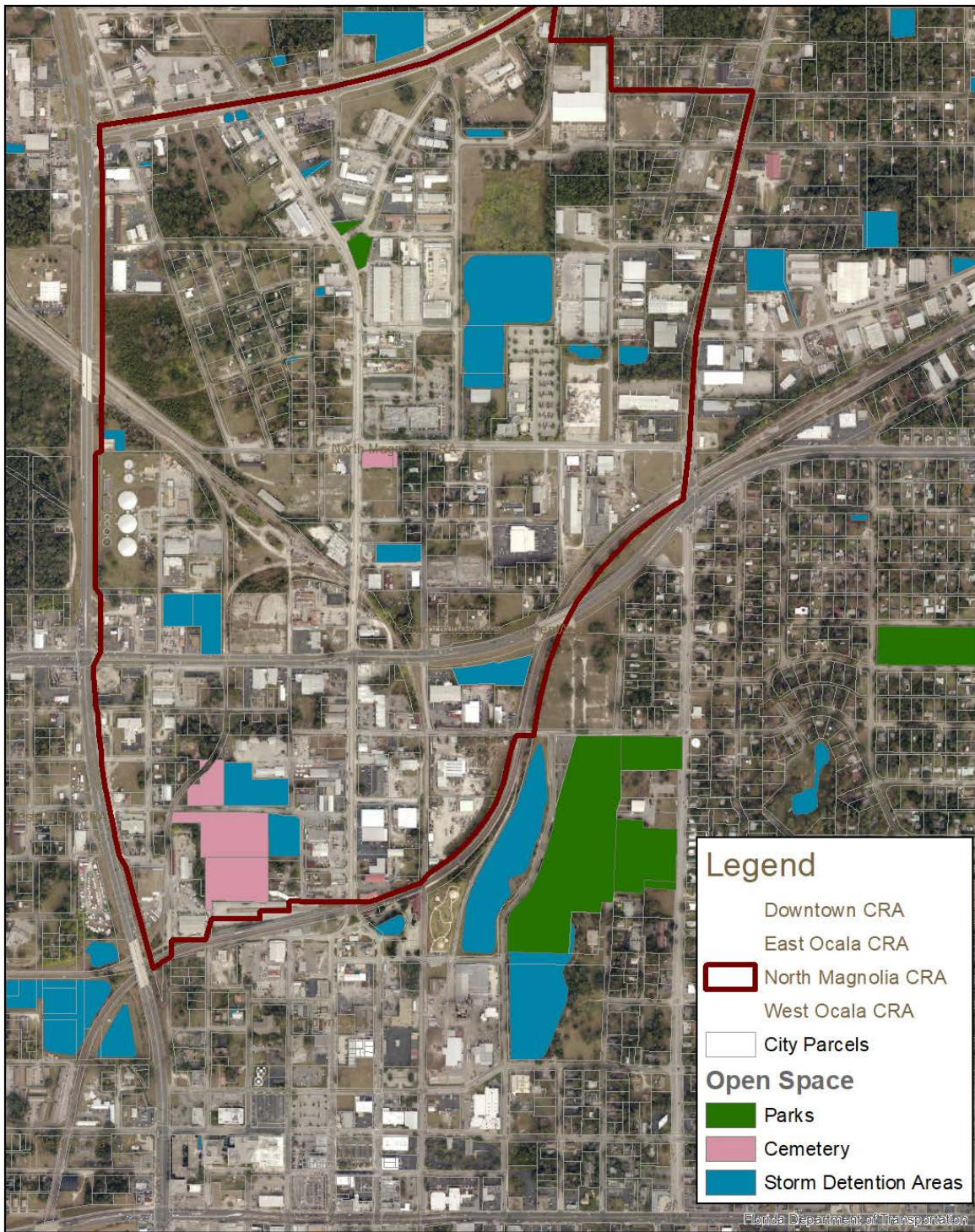
## 2.7 Figure Ground Map





## 2.8 North Magnolia/Tusawilla Area Existing Open Space

### North Magnolia/Tusawilla Existing Open Space



Prepared by City of Ocala GROWTH MANAGEMENT DEPARTMENT

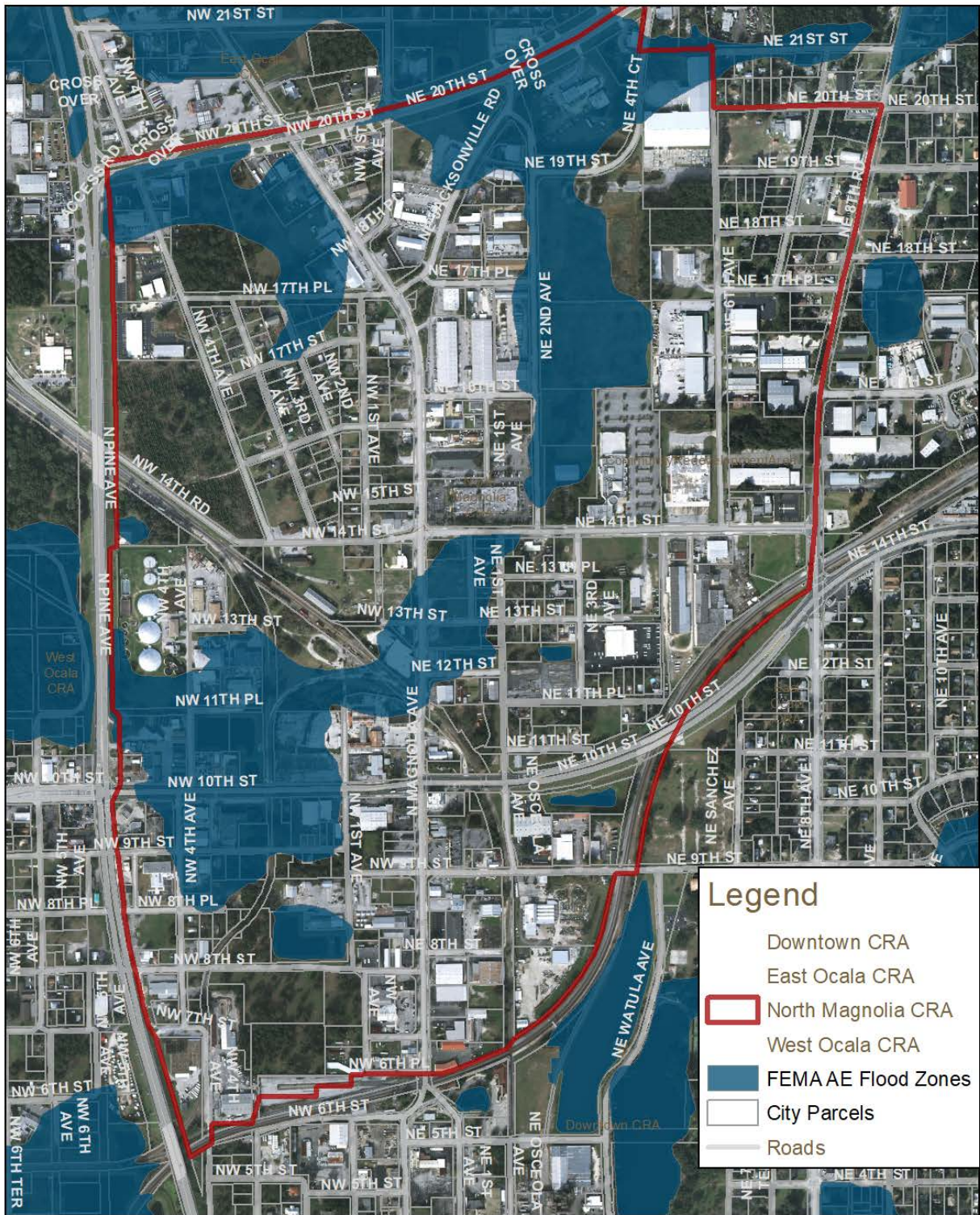
0 750 1,500 Feet





## 2.9 FEMA Flood Zones

North Magnolia FEMA Flood Zones



Prepared by City of Ocala GROWTH MANAGEMENT DEPARTMENT

## **FEMA Flood Zones**

AE flood zones have been deemed to be susceptible to general flooding. They have a 1% annual chance of flooding and a 26% chance of flooding over the course of a 30-year mortgage. FEMA AE floodplain map designations are derived from Base Flood Elevations, or the computed elevation to which floodwater is anticipated to rise during the base flood.

Unfortunately, flood plain designation can impact the development potential of properties very negatively. They will depress the value of properties, may hinder the ability to sell, lenders may require additional flood insurance, and they make land less attractive to developers. In order to participate in the National Flood Insurance Program, the property owners will also have to obtain elevation certificates from the NFIP.

Floodplain designation makes land less attractive to developers. Requirements to mitigate flooding outlined in the Florida building code and municipal code increase building costs. New structures built in the floodplain must meet additional flood proofing requirements per the Florida building code. Additionally, Chapter 90, Article III of the municipal code outlines specific requirements for both new buildings and for significant changes to existing buildings, as well as flood proofing for new utility connections.

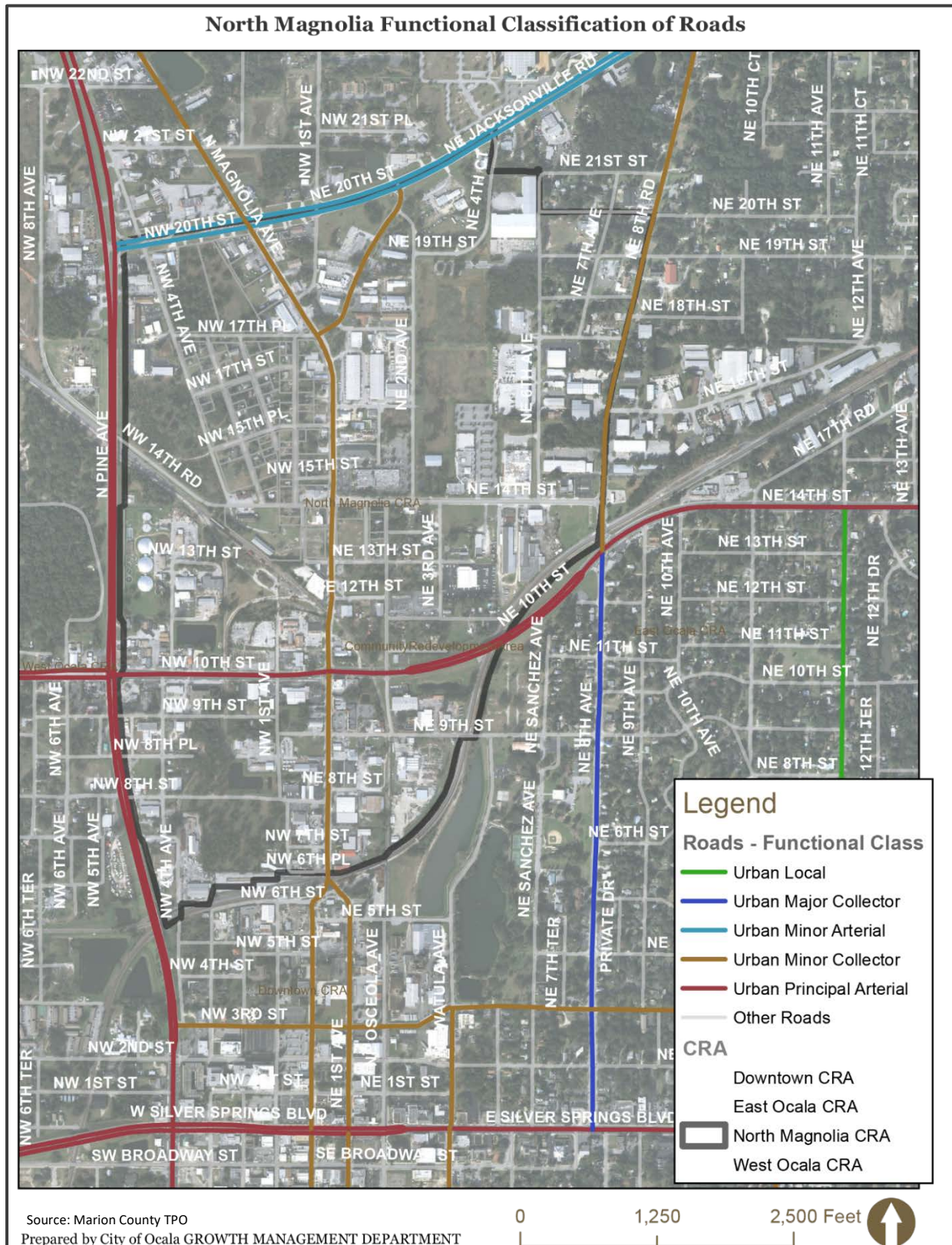
In order to remove or alter floodplain designation, an engineer or licensed land surveyor must complete a long-term study of the area, which may prescribe engineering changes in topographical elevations in part of the area. If it is approved, FEMA will grant a Letter of Map Change (LOMC) which would negate the need for flood insurance and the additional building code requirements. The costs for these studies are not small.

According to FEMA:

FEMA maintains and updates data through Flood Insurance Rate Maps (FIRMs) and risk assessments. FIRMs include statistical information such as data for river flow, storm tides, hydrologic/hydraulic analyses and rainfall and topographic surveys. FEMA uses the best available technical data to create the flood hazard maps that outline your community's flood risk areas.



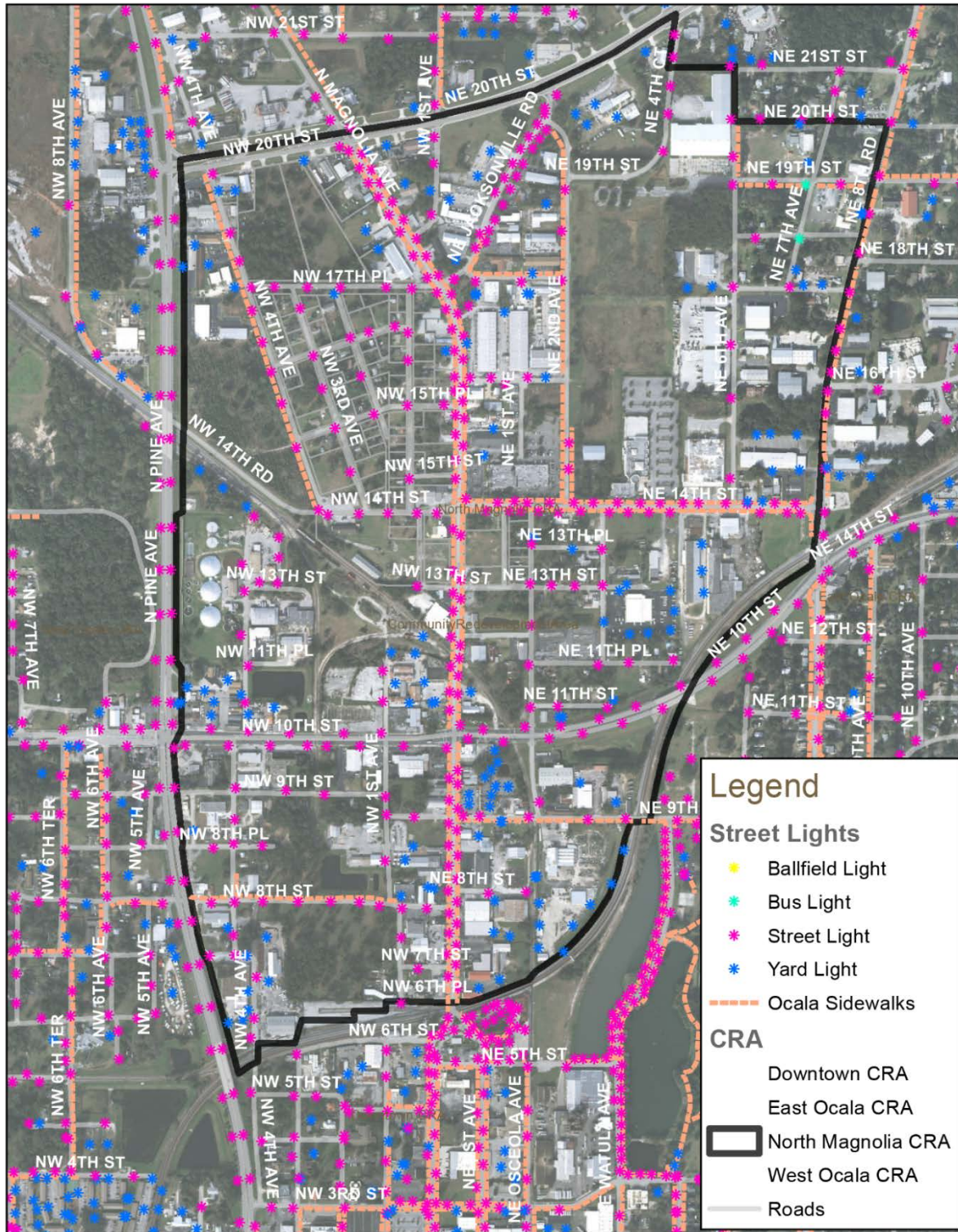
## 2.10 Functional Classification of Roads





## 2.11 Lighting and Sidewalks

### North Magnolia Lighting and Sidewalks

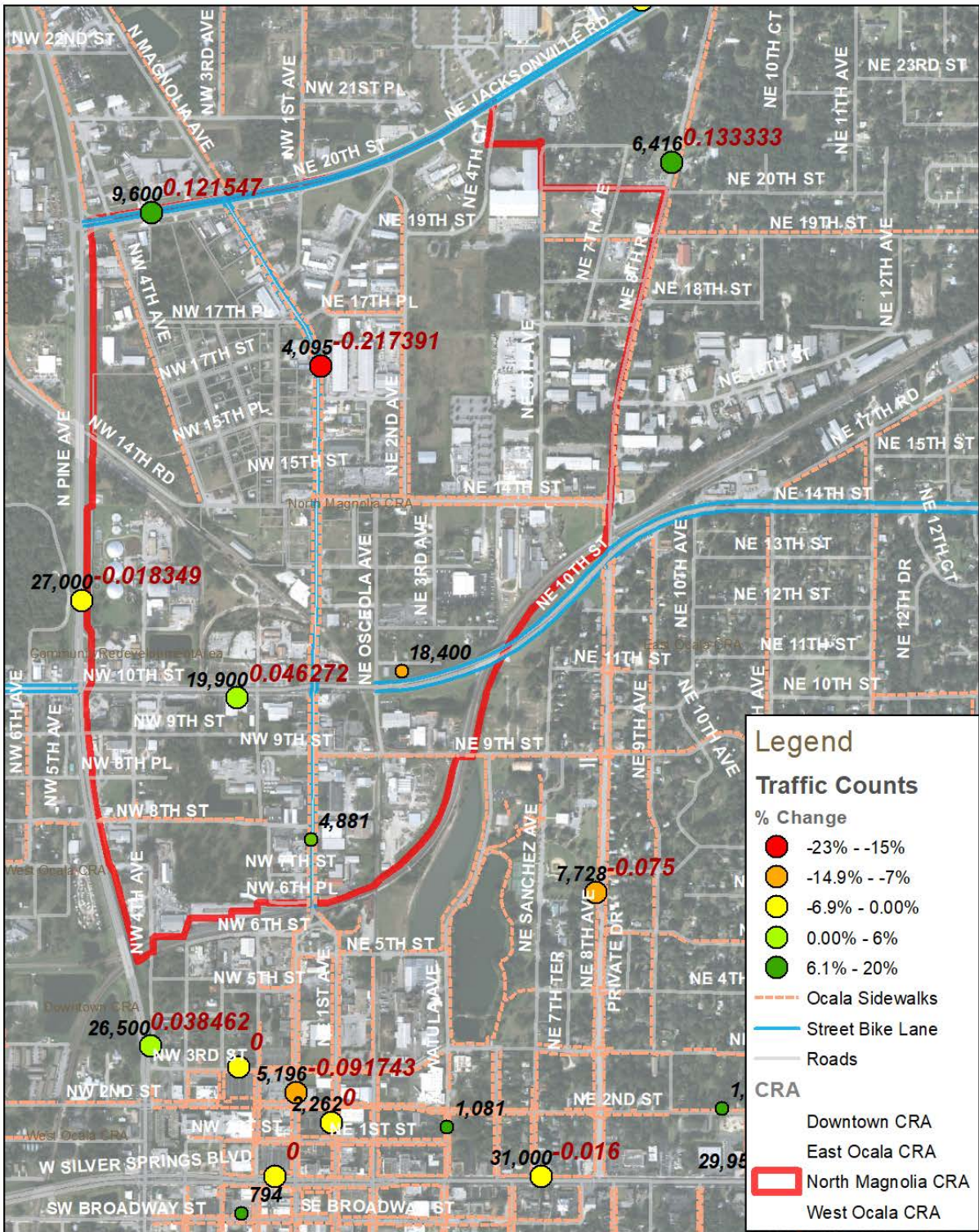


Prepared by City of Ocala GROWTH MANAGEMENT DEPARTMENT



## 2.12 Traffic Volumes

North Magnolia Traffic Volumes



Prepared by City of Ocala GROWTH MANAGEMENT DEPARTMENT





### North Magnolia Traffic Volumes

A few roads in the North Magnolia redevelopment area have experienced moderate increases in traffic, namely Jacksonville Rd and NE 8<sup>th</sup> Rd, while others have essentially remained static.

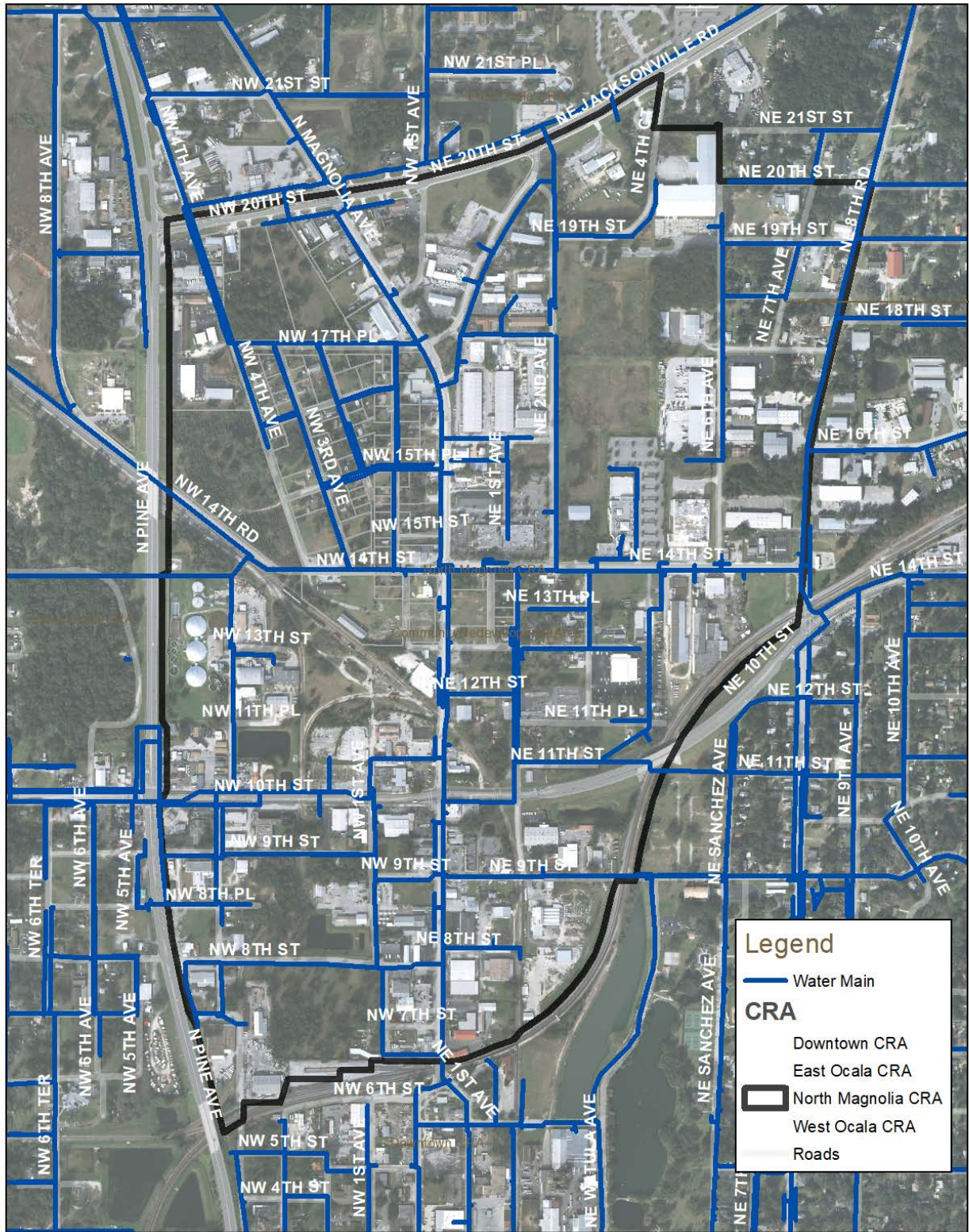
Unfortunately, the important N Magnolia Ave north-south corridor through the center of the area has experienced a 22% total decrease in traffic from 2013 to 2017. Most of the retail and services within the redevelopment area front on N Magnolia Ave, making the decline in traffic on N Magnolia Ave particularly damaging to the economic health of the area.

Road Segment	2013	2014	2015	2016	2017	% Change
NE 8th Rd - NE 24th St to NE 14th St	5,600	6,600	6,500	NC	6,400	13%
NE 8th Ave - NE 14th St to SR 40	8,300	NC	8,600	8,600	7,700	-8%
Jacksonville Rd - US 441 to Magnolia Ave	8,500	9,300	10,200	NC	9,600	12%
N Pine Ave - CR 200A to US 27	27,500	27,500	28,500	27,600	27,000	-2%
NW 10th St - US 441 to N Magnolia Ave	19,000	20,100	19,500	20,700	19,900	5%
NE 10th St - NE 10th St - N Magnolia Ave to NE	NC	NC	17,800	18,700	18,400	0%
N Magnolia Ave - NW 3rd St to SR 40	5,700	4,000	4,100	4,000	5,200	-9%
N Magnolia Ave - CR 200A to NE 10th St	5,100	NC	5,200	NC	4,100	-22%
NE 1st Ave - SR 40 to NE 3rd St	2,300	2,400	2,600	2,600	2,300	0%
Pine Ave - .17 mi N of SR 40	25,500	25,500	26,500	28,200	26,500	4%
E Silver Springs Blvd - N Magnolia Ave to NE 8	31,500	31,000	NC	34,700	31,000	-2%

Source: Marion County TPO

## 2.13 Water Service

### North Magnolia Water Service Areas

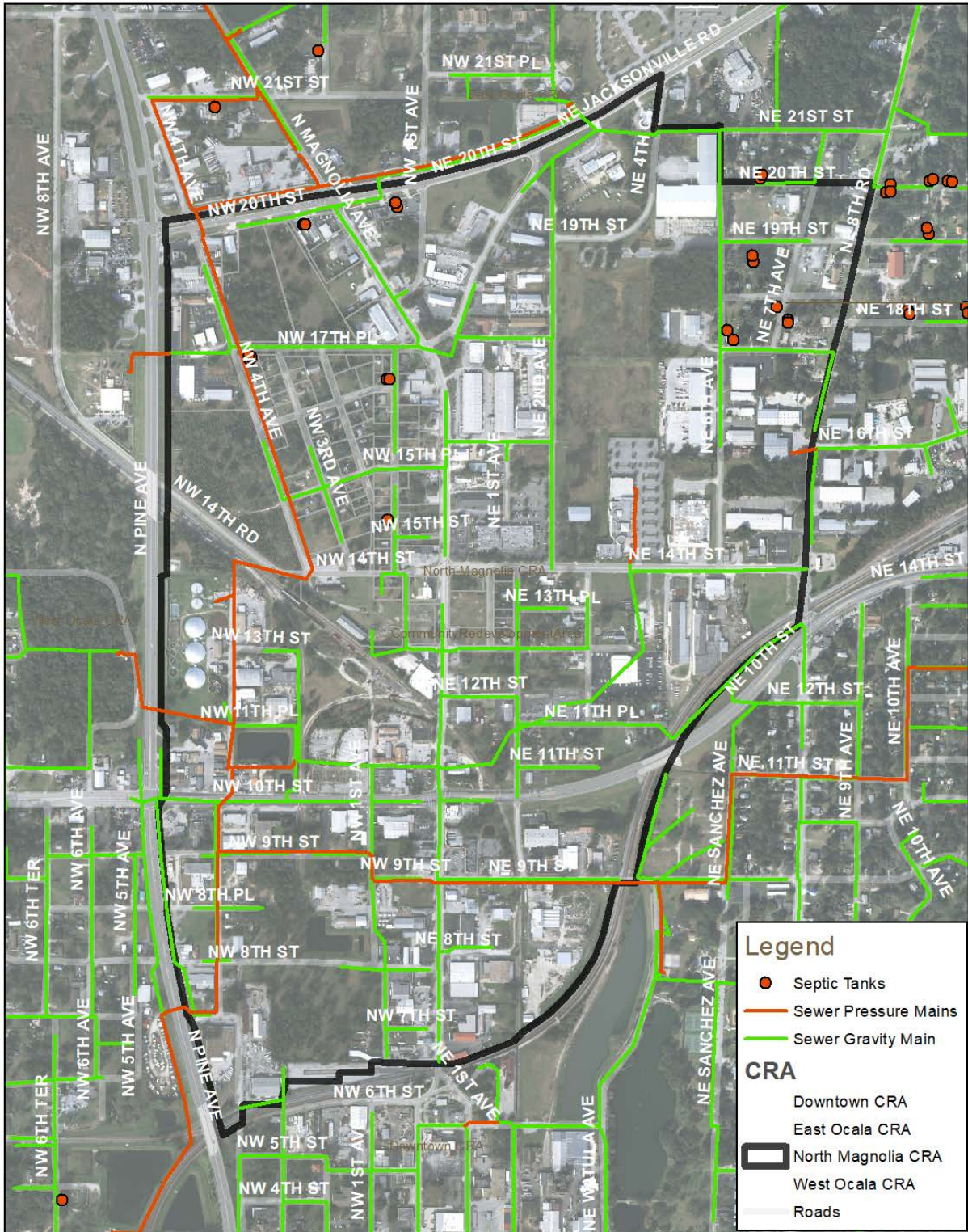


Prepared by City of Ocala GROWTH MANAGEMENT DEPARTMENT



## 2.14 Sewer and Likely Septic Tanks

North Magnolia Septic Tanks and Sewer Service Areas

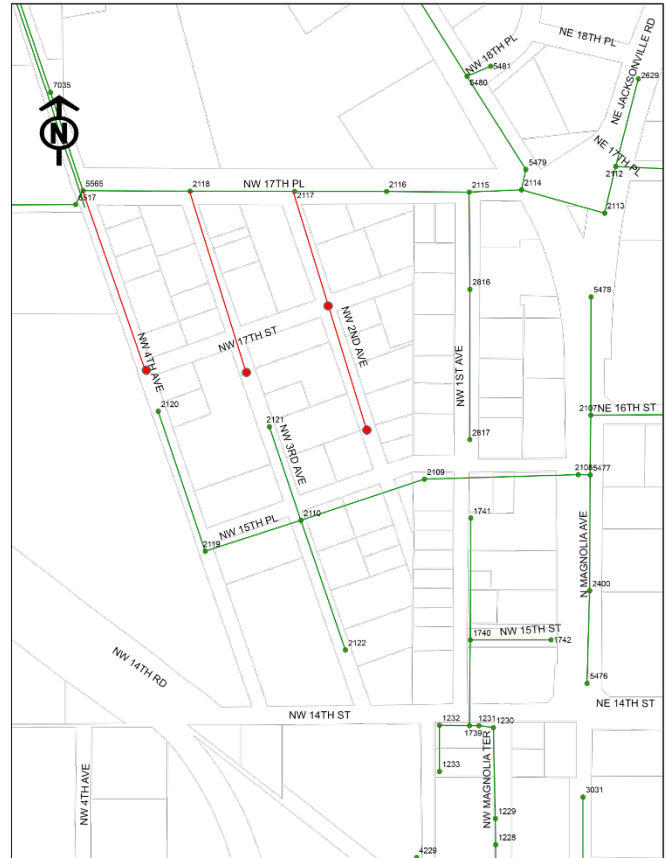


Prepared by City of Ocala GROWTH MANAGEMENT DEPARTMENT

## Septic Tanks and Sewer Service

As shown in map 2.14, there are several parcels in the vicinity of NW 3<sup>rd</sup> Ave that do not have access to city sewer. Map 2.14 also shows probable locations of septic tanks, though it could be incomplete. Several parcels on NE 7<sup>th</sup> Ave probably do not have access to sewer service as well.

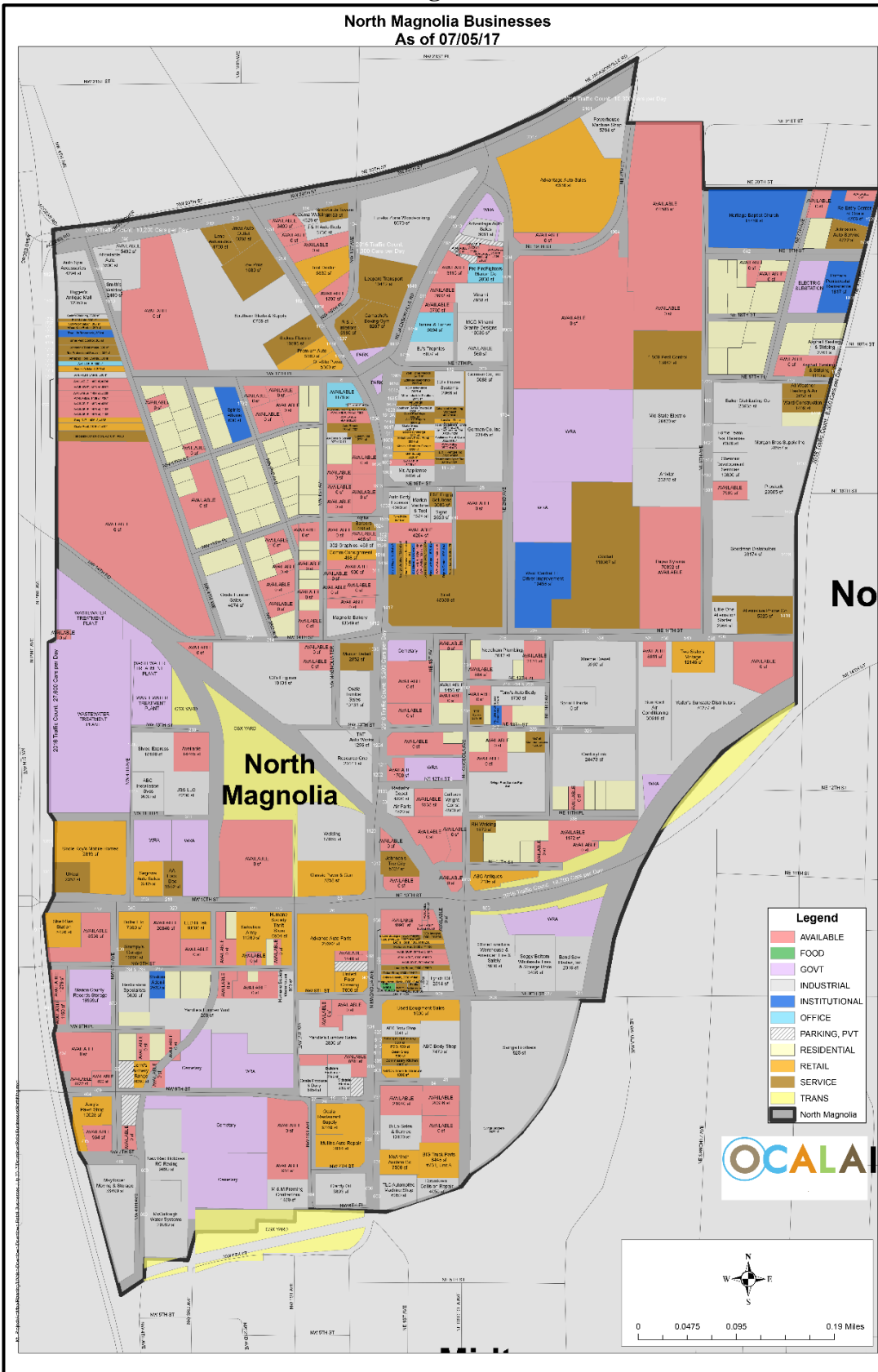
The map on this page shows plans, circa 2010, to extend sewer service to the missing area. Due to unknown reasons, these plans were never carried out.



**Former Plans to Extend Sewer Service**

## 2.15 North Magnolia Businesses

North Magnolia Businesses  
As of 07/05/17





### North Magnolia Businesses

Retail, various contractors, auto services, and warehouses occupy the majority, or 55%, of the business landscape of North Magnolia. Miscellaneous services and offices also occupy a high proportion of business uses in the area.

Although the area is known for its light industrial uses, the large number of service and retail establishments is encouraging for possibilities of expanding retail in the area, especially if significantly more residential could be developed.

There are many employees and businesses in the area, and the existing dearth of restaurants shows possible opportunities to expand basic food service establishments.

BUSINESS TYPE	#	%
ADMIN OFFICES	12	9%
ANTIQUE DEALER	8	6%
AUTO DEALER	2	1%
AUTO SERVICES	15	11%
AUTO SUPPLY STORE	3	2%
CONTRACTORS	19	14%
MANUFACTURING	4	3%
MOBILE HOME DEALER	1	1%
GENERAL BUSINESS	15	11%
LABORATORY	1	1%
MISC RETAIL	29	21%
FOOD SERVICE	2	1%
MISC SERVICES	15	11%
WAREHOUSE	12	9%
TOTAL	138	100%

Source: City of Ocala Business Licenses

### **III. FINDINGS**

Findings are the results and conclusions derived from the assessment of current conditions in Section II.

#### **3.1 Land Use & Development**

##### Regulatory Framework

As part of a strategic planning process to prioritize objectives for the North Magnolia CRA, a recommendation was made by the North Magnolia CRA Advisory Committee in May 2018 to propose a Future Land Use Map (FLUM) amendment to change the lands classified as High Intensity Central Core (approximately 80% of the CRA) to Low Intensity. The purpose of the amendment was to better reflect the existing light industrial / general business character of the development pattern and land uses of the CRA. The amendment became effective February 2019.

No further FLUM changes are anticipated.

Potential rezoning of properties may need to be considered in the future after redevelopment scenarios are prepared. [Obj. 1.2. Strategies 1.2.1 & 1.2.2]

##### Development Pattern

The North Magnolia Redevelopment Area is primarily non-residential. Of the developed land in the CRA, 92% is composed by non-residential uses.

Public workshops indicated a desire to establish a more stable and significant residential component in the CRA area to create a balanced mixed-use neighborhood. The largest residential neighborhood in the North Magnolia CRA is in the Imagine North Magnolia area. As part of the Imagine North Magnolia master plan process, the zoning of the area should be evaluated to determine if it meets the long-term vision for the development pattern of the area. [Obj. 1.2. Strategies 1.2.1 & 1.2.2]

##### Undeveloped Land

There is a significant amount of undeveloped land zoned B-4 and B-5 in the CRA, most of which is in the Imagine North Magnolia area. This undeveloped commercial land, within the Imagine North Magnolia area, could potentially yield approximately 178,708 square feet of commercial space. There has been a limited amount of new commercial construction in the CRA and adjacent areas in the last ten years; only three parcels have seen new construction since 2007. Therefore,

the demand for commercial development needs to be considered in the planning for the area. A study needs to be done to determine the feasibility of absorbing this amount of commercial development within the timeframe of the plan and what actions need to be taken to attract additional commercial development. [Obj. 1.2. Strategies 1.2.1 & 1.2.2]

### Building Condition and Occupancy

There exists deterioration and underutilization of buildings and sites, including a substantial amount of vacant commercial buildings that need to improved and repurposed. [Obj. 4.1. Strategies 4.1.1 & 4.1.2]

### Flood Zone

In the area of North Magnolia Avenue and 14<sup>th</sup> Street, there are Flood Zone classifications that do not appear to be accurate – from all indications the area has not flooded since improvements were made to drainage infrastructure 15-20 years ago. These designations limit the potential of redevelopment in the Imagine North Magnolia. [Strategy 2.1.2]

## **3.2 Circulation & Mobility**

Inadequate circulation systems – streets, sidewalks, and bicycle lanes, and pedestrian ways – exist within the Community Redevelopment Area and need to be expanded, improved, upgraded or replaced.

### Accessibility and Connectivity

Accessibility into the district from surrounding areas is hindered due to a lack of connectivity to the surrounding street network. This not only limits access to existing business, but also hinders development of undeveloped land. The problem areas include:

#### SR 40 in Downtown

For travelers on eastbound Silver Springs Blvd. (SR 40) there are no direct routes to the North Magnolia CRA area. A protected left turn lane from eastbound SR 40 to northbound NE 1<sup>st</sup> Avenue is needed to improve access into the North Magnolia from downtown, those vehicles coming from the west and southwest.

#### US 441 Pine Ave – entire length of CRA from 6<sup>th</sup> Street to 20<sup>th</sup> Street

Due to rail lines and overpasses, access into the district from US 441 is limited

#### NE 14 Street & NE 8<sup>th</sup> Ave [photo also]

The intersections of NE 14<sup>th</sup> Street and NE 8<sup>th</sup> Avenue and NE 8<sup>th</sup> Avenue and NE 10<sup>th</sup> Street hinder access into and out of the east side of the district.



### Traffic Volumes

Over the last five years, traffic counts on North Magnolia Avenue, the main north-south road through the CRA area, have decreased or remain unchanged. There was a total decrease by 21.7% between 2013 and 2017 in traffic volumes on North Magnolia Avenue.

Traffic counts on the arterial roads bordering or going through the CRA, – US 441 (Pine Avenue), SR 492 (N 10<sup>th</sup> Street), CR 25 (Jacksonville Road) – are 4 to 5 times higher than North Magnolia Avenue and most have increased over the same time period.

This indicates vehicles are passing through or going around the CRA area, but they are not coming into the area via Magnolia Avenue.

Drivers need to be drawn into the CRA area. Wayfinding and promotional signage is needed to attract people into the district. Adding connections to SR 40 – Silver Springs Blvd.; US 441 - N Pine Ave should also be a priority.

### Streetscapes

Streetscape projects have been completed on several major roads in the CRA, including North Magnolia, NE 14<sup>th</sup> Street and NE Jacksonville Road. North Magnolia Avenue was done nearly 20 years ago and needs to be reevaluated.

Other road rights-of-way, such as NE 8<sup>th</sup> Avenue, have not been enhanced and needs streetscape improvements.

## **3.3 Economy and Business Environment**

### Retail and Commercial

There are vacant deteriorating commercial buildings within the CRA. In a CRA, it is essential to preserve and enhance the commercial tax base. Therefore, it is vital that vacant and underutilized commercial buildings are occupied by viable businesses. [Obj. 4.1. Strategies 4.1.1 & 4.1.2]

A strong customer base is required to sustain viable businesses. Certain promotional activities are appropriate to continue to add to the customer base to assure continued viability of the commercial districts and the tax base.

### **3.4 Housing**

In the CRA district there exist residential properties that exhibit deterioration of building, site and other needed improvements.

Out of all the housing stock in the North Magnolia area, 70% was built before 1957, and 88% was built before 1981.

In the Imagine North Magnolia Area, existing vacant lots could be developed into 28 single-family lots, within the current R-1A Residential zoning district. If all vacant commercial land were rezoned to R-3, an estimated 221 new dwelling units could be constructed, specifically within the Imagine North Magnolia area.

The City of Ocala Affordable Housing Infill Opportunities Program should include the North Magnolia CRA, specifically the neighborhood in the Imagine North Magnolia area.

### **3.5 Utilities & Stormwater**

#### Sewer/Septic

Sewer service is incomplete in a key section of the Imagine North Magnolia priority area. Additional sewer lines will need to be installed as needed to facilitate redevelopment initiatives in this area. There are several septic tanks in the area, so the CRA may coordinate with the city on its Septic Tank & Well Elimination Program.

#### Lighting

Street lighting is currently sufficient through much of the CRA. However, additional street lighting may need to be a part of development project for vacant parcels in the Imagine North Magnolia priority area.

#### Flooding

It is the consensus among the redevelopment advisory board that large improvements to the stormwater system some time ago in the area have alleviated the flooding issues that are reflected in the FEMA floodplain maps. They could be addressed in two ways. A LOMR (Letter of Map Revision) submitted to FEMA would alter an entire floodplain polygon through an application and study. A successful LOMA (Letter of Map Amendment) application would remove specific properties from the floodplain, easing development procedures.

## IV. GOALS, OBJECTIVES, AND STRATEGIES

**4.1 GOAL 1: LAND USE AND DEVELOPMENT.** To maintain the historic light industrial/general business character of the area and, as appropriate and compatible, allow commercial, retail, office, and housing uses so that a balanced mixed-use neighborhood is created.

Objective 1.1: Future Land Use Plan and Land Development Code. Ensure plans and codes are consistent with the character of the North Magnolia CRA area and do not hinder compatible redevelopment.

Strategy 1.1.1. Citizen and Business Participation – Affected citizens and businesses will be directly involved throughout the decision-making process regarding land use and development code issues in the North Magnolia CRA.

Strategy 1.1.2. Advisory Committee - The North Magnolia CRA Advisory Committee will review proposed plan, code, and development application to provide comments to the Planning and Zoning Commission.

Objective 1.2: Plan a development pattern that allows for a variety of uses, residential, retail, business, and light industrial to create a balanced mixed-use neighborhood

Strategy 1.2.1. Conduct a market study and/or other analysis to determine the need for the additional amounts of various types of residential, retail, business uses feasible for the area.

Strategy 1.2.2. Based on the study and analysis in Strategy 1.2.1, work with City Planning staff to determine if rezoning of any undeveloped property is justified.

Funding: The CRA may use funds to conduct studies and have reports prepared related to real estate development, land planning and zoning.

**4.2 GOAL 2: PROPERTY REDEVELOPMENT.** To encourage and facilitate private sector investment to redevelop undeveloped properties into productive assets of the community.

Objective 2.1: Ensure undeveloped properties are development-ready to increase their feasibility for redevelopment by the private sector.

Strategy 2.1.1. Continue to purchase, assemble, and prepare sites for redevelopment. Prepare conceptual master development plans for smaller sub-areas of the North Magnolia CRA beginning with the Imagine North Magnolia subarea. Issue Requests for Proposals for the redevelopment of assembled properties.

Strategy 2.1.2. The CRA will request the City, through the City Engineer's Office, to work with FEMA and complete whatever studies are required to resolve inaccurate flood map designation.

Objective 2.2: Prepare redevelopment programs that encourage private sector investment.

Strategy 2.2.1. Develop incentive programs for new construction, including funding for infrastructure.

Strategy 2.2.2. Use public-private partnerships to facilitate private sector involvement in redevelopment projects.

Funding - Whenever available, CRA funds should be leveraged with other funding sources, such as the Brownfields program.

The CRA may use funds to complete studies and reports related to the removal of the flood plain designations in the area.

Funding for infrastructure related to property redevelopment may come from the CRA, City of Ocala, property owners, state or federal grants and/or other sources.

The CRA may use funds from the community redevelopment trust fund to purchase real property, prepare development designs and plans, improve, and dispose of such real property including the costs of studies, development plan preparation, redevelopment proposal solicitations and evaluation, and staff time or to participate in public-private partnerships.

The CRA may fund and administer programs that encourage investment into private properties to facilitate redevelopment of properties within the community redevelopment area.



**4.3 GOAL 3: CIRCULATION & MOBILITY. To upgrade and install a high-quality circulation system within the CRA and to promote roadway improvements in surrounding areas that would benefit the North Magnolia CRA.**

Objective 3.1: Accessibility and Connectivity – Improve accessibility and increase multi-modal connectivity - trails, bikeways, sidewalks - to adjoining areas.

Strategy 3.1.1 To address the presence of inadequate accessibility and connectivity, the CRA will coordinate with the City to evaluate and improve access to surrounding major road network including SR 40, U.S. 441 (Pine Avenue), N 10<sup>th</sup> Street, NE 8<sup>th</sup> Avenue and Jacksonville Road (CR 25).

Strategy 3.1.2 Prepare and implement a sidewalk and bike lane program to create a network of safe and attractive sidewalks and bikeways ways throughout the CRA area and to connect to adjoining areas.

Objective 3.2: Streetscape – Enhance the functionality, safety and aesthetics of streetscapes along streets throughout the North Magnolia CRA. (Lighting is also included under the Safety Goal)

Strategy 3.2.1 – Work with City to evaluate road rights-of-way in the CRA to determine need for sidewalk, landscaping, wayfinding, pedestrian needs, lighting improvements and decorative elements such as banners. Address major City roads, such as NE 8<sup>th</sup> Avenue, as the first priority.

Funding – Whenever available, CRA funds should be leveraged with other funding sources. Circulation and mobility improvements may be accomplished by the CRA providing funding for the needs assessment, traffic and intersection studies, design, construction, permitting, and other related activities associated with the improvements.

#### **4.4 GOAL 4: ECONOMIC DEVELOPMENT - To maintain an economically sound industrial/business area in Ocala**

Objective 4.1: Enhance the commercial tax base, promote business development, and increase employment opportunities by encouraging and facilitating the reuse of vacant and underutilized commercial buildings for viable businesses.

Strategy 4.1.1 – Continue to use code enforcement program to prevent further deterioration of buildings and sites.

Strategy 4.1.2 – Incentive programs may be developed to encourage building and property improvements. Grants programs may be established to improve building conditions both interior and exterior, for business expansion, and for the change of use of a building.

Objective 4.2: Promote the CRA area to attract potential developers, businesses, customers and visitors.

Strategy 4.2.1- Create an economic development plan with a marketing and promotional component to attract businesses to the CRA and create a demand for the reuse of vacant buildings. The plan can include a market study to identify types of businesses feasible for the area and strategies on how to attract them to the area.

Funding: The CRA may use trust funds to develop and administer incentive programs to provide loans and/or grants to property and/or business owners for the repair, expansion, change of use and the enhancement of sites, buildings and improvements to encourage redevelopment of properties in the CRA district and create more viable business areas.

The CRA may use funds to conduct economic and market studies and analysis.

A strong customer base is required to sustain viable businesses; therefore, the CRA may fund certain promotional activities as are appropriate to continue to add to the customer base to assure continued viability of the commercial districts and the tax base.

**4.5 GOAL 5: HOUSING. To contribute to a balanced mixed-use neighborhood by allowing for a variety of housing in appropriate areas.**

Objective 5.1: Rehabilitate and improve existing housing as appropriate.

Strategy 5.1.1 Partner with other organizations involved in housing rehabilitation to leverage CRA funds

Strategy 5.1.2 Continue code enforcement program to require housing code compliance

Strategy 5.1.3 Develop incentive programs to encourage housing improvements

Objective 5.2: Encourage construction of new, affordable and work-force housing in appropriate locations

Strategy 5.2.1 As part of the Ocala Affordable Housing Infill Opportunity Program, partner with other organizations involved in constructing and financing new affordable and work force housing to leverage CRA funds.

Strategy 5.2.2 Develop incentive programs to encourage housing improvements

Funding: The CRA may use fund to provide incentives including grants and infrastructure improvements.

**4.6 GOAL 6: SAFETY. To provide a safe and secure environment for the businesses and residents of the North Magnolia area.**

Objective 6.1: Encourage all infrastructure improvements to address pedestrian and vehicular safety– roads, lighting, security cameras, fencing.

Objective 6.2: Continue developing positive relationships with police, fire, code enforcement departments and the neighborhood.

## V. STATUTORY REQUIRED CONTENT

### 5.1 163.362 F.S. - Contents of Community Redevelopment Plan

According to Section 163.362, F.S., the Community Redevelopment Act requires every community redevelopment plan to contain specific information relevant to its redevelopment initiatives. This section supplements and addresses the informational requirements articulated in the Community Redevelopment Act and serves to further describe the objectives and strategies presented in this Plan to implement the redevelopment initiative envisioned by the Ocala Community Redevelopment Agency for the North Magnolia Redevelopment Area. The following cross-references the content requirements of 163.362 with the section of this section that fulfills the requirement. The **bolded** text is language from the statute. Unbolded text is in response to the statute.

Every community redevelopment plan shall:

**(1) Contain a legal description of the boundaries of the community redevelopment area and the reasons for establishing such boundaries shown in the plan.**

The legal description is included in Appendix 1. No changes are proposed to the area. It remains the same originally created in November 2, 1999 per Resolution No. 2000-07. The boundaries of the North Magnolia Community Redevelopment Subarea are indicated on the maps included in this document.

**(2) Show by diagram and in general terms:**

**(a) The approximate amount of open space to be provided and the street layout.**

The approximate amount of land currently in open space, which includes parks, drainage retention areas and cemeteries, is 21 acres. The open space and street layout are shown on Map 2.8. The approximate amount of land proposed for open space is 24 acres. This is shown on Development Strategies Map in Section 6.2.

**(b) Limitations on the type, size, height, number, and proposed use of buildings.**

The limitations on type, size, height, number, and proposed use of buildings are regulated by the Ocala Comprehensive Plan and Zoning Code. The Future Land Uses within the CRA are described in II. – Current Conditions and Needs Assessment

**(c) The approximate number of dwelling units.**

The approximate number of existing dwelling units is 88. Upon implementation of this plan the approximate number of dwelling units will be 224-336.



**(d) Such property as is intended for use as public parks, recreation areas, streets, public utilities, and public improvements of any nature.**

Property intended for use as public parks, recreation areas, streets, public utilities, and public improvements are shown on Development Strategies Map. Improvements may be done in these areas as identified in this Redevelopment Plan.

The uses and improvements are described in IV. – Goals, Objectives and Strategies and VI. – Summary of Projects and Programs.

**(3) If the redevelopment area contains low or moderate income housing, contain a neighborhood impact element which describes in detail the impact of the redevelopment upon the residents of the redevelopment area and the surrounding areas in terms of relocation, traffic circulation, environmental quality, availability of community facilities and services, effect on school population, and other matters affecting the physical and social quality of the neighborhood.**

The intent of this plan is to enhance and expand residential neighborhoods as described in Goal 5 and shown on Map 18 – Development Strategies Diagram. No negative impacts on low- or moderate-income housing are anticipated as a result of this plan.

There are no housing relocations proposed at this time. There may be minor changes in vehicular traffic patterns proposed to improve connectivity.

**(4) Identify specifically any publicly funded capital projects to be undertaken within the community redevelopment area.**

CRA and other publicly funded capital projects are identified and described in IV.- Summary of Projects and Programs (pages 33-37) and major capital projects as shown on Map 18 – Development Strategies Map.

**(5) Contain adequate safeguards that the work of redevelopment will be carried out pursuant to the plan.**

The Ocala Community Redevelopment Agency will carry out the work of this Redevelopment Plan. The redevelopment process has been established consistent with Chapter 163, Part III., Community Redevelopment of the Florida Statutes. It is the intent of the City of Ocala to comply with those requirements as established in Chapter 163, Part III., of the Florida Statutes as amended.

**(6) Provide for the retention of controls and the establishment of any restrictions or covenants running with land sold or leased for private use for such periods of time and under such conditions as the governing body deems necessary to effectuate the purposes of this part.**

This provision of the Redevelopment Plan will be satisfied on a case by case basis as each project is carried through final documentation and approval by the CRA Agency Board.

**(7) Provide assurances that there will be replacement housing for the relocation of persons temporarily or permanently displaced from housing facilities within the community redevelopment area.**

If, as a result of implementation of projects contained in this Plan, relocation of persons becomes necessary on either a temporary or permanent basis, the CRA will be responsible for the provision of replacement housing for those affected persons

**(8) Provide an element of residential use in the redevelopment area if such use exists in the area prior to the adoption of the plan or if the plan is intended to remedy a shortage of housing affordable to residents of low or moderate income, including the elderly, or if the plan is not intended to remedy such shortage, the reasons therefor.**

The residential element of the plan is included under Goal 5. It includes provisions to assist in remedying the overall Citywide shortage of affordable housing.

**(9) Contain a detailed statement of the projected costs of the redevelopment, including the amount to be expended on publicly funded capital projects in the community redevelopment area and any indebtedness of the community redevelopment agency, the county, or the municipality proposed to be incurred for such redevelopment if such indebtedness is to be repaid with increment revenues.**

The eligible activities on which CRA Trust funds can be expended are specified in the Redevelopment Plan. As reasonably accurate costs for projects and programs cannot be determined without actual designs, costs for each project, program, and activity will be specified in the CRA's annual budget as designs are prepared. Funding for projects may include some form of indebtedness by the CRA and/or the City of Ocala.

**(10) Provide a time certain for completing all redevelopment financed by increment revenues. Such time certain shall occur no later than 30 years after the fiscal year in which the plan is approved, adopted, or amended pursuant to s. 163.361(1). However, for any agency created after July 1, 2002, the time certain for completing all redevelopment financed by increment revenues must occur within 40 years after the fiscal year in which the plan is approved or adopted.**

The CRA was created on November 2, 1999 for a duration of 30 years. On March 28, 2006 by Resolution 2006-43, the duration of the Downtown Redevelopment Area and the North Magnolia Redevelopment Area were extended through 2038.

## **VI. IMPLEMENTATION PLAN**

### **6.1 Summary of Redevelopment Activities - Projects and Programs**

Goals, Objectives Strategies → Redevelopment Activities – Projects and Programs
---

Section IV. Goals, Objectives and Strategies identifies the types of redevelopment activities that will be carried out in the redevelopment area and on which CRA funds may be expended. The primary redevelopment activities are listed below. The applicable Strategies are cross-referenced.

Projects involve the design and construction of capital projects. Capital projects could be a streetscape, building, parking lot or park. Capital projects have defined end – when construction is complete. Programs are on-going redevelopment activities, such as an Economic Development Program or an Affordable Housing Program.

The following is not intended to be an exhaustive list of every redevelopment activity that will occur in the CRA over the next twenty years. It is difficult to identify with great specificity all the projects and programs necessary to realize the objectives contained in the Plan. The activities, projects and programs must be consistent with the intent of the Plan Goals, Objectives and Strategies.

The activities will be prioritized and then budgeted as annual funding allows.

#### **Plans & Studies**

Development Master Plans – Imagine North Magnolia Area is first priority. - [Strategy 2.1.1]

Economic & Market Analysis – [Strategy 1.2.1]

Site Planning – [Strategy 2.1.1]

Infrastructure Planning & Design - [Strategy 2.1.1]

FEMA Flood Plain Study - [Strategy 2.1.2]

Intersection and Traffic Circulation Analysis - [Strategy 3.1.1]

NE 8<sup>th</sup> Avenue and NE 14<sup>th</sup> Street

Connections to US 441 – N. Pine Avenue

#### **Capital Projects**

Roadways and Streetscapes - [Strategies – 3.1.1, 3.1.2 & 3.2.1]



Roads, sidewalks, lighting, utilities - [Strategy 2.2.1]

Site preparation - [Strategy 2.2.1]

Bikeways and linear trails - [Strategy 3.1.2]

Property Purchase & Assembly - [Strategy 2.1.1]

### **Redevelopment Programs**

Development Grants & Incentives

New Construction - [Strategies 2.2.1, 2.2.2 & 5.2.1]

Building Improvement Grants & Incentives

Commercial, Industrial, Residential - [Strategies 4.1.2, 5.1.1, 5.1.3 & 5.2.2]

Affordable Housing Programs - [Strategies 5.2.1 & 5.2.2]

Code Enforcement - [Strategy 4.1.1 & 5.1.2]

Economic Development & Promotional Programs – [Strategy 4.2.1]

## 6.2 Development Strategies Diagram

The Development Strategies Diagram is a visual representation of the proposed redevelopment projects. Whereas projects are more site specific, programs typically involve the entire Redevelopment Area. The map does not replace textual descriptions of proposed redevelopment activities. It is a visual aid and representation of the redevelopment plans contained in this document.

Areas shaded in red, orange, and pink are undeveloped sites or vacant buildings in prime locations for redevelopment projects. The areas in orange are envisioned to be residential with low to moderate intensity. The areas in red should either be moderate to high intensity residential, low to moderate intensity commercial, or a mixture of the two. A few of the red shaded sites located in more industrialized areas could also redevelop to low intensity industrial uses. The pink sites are large vacant buildings that could be converted to an active use.

This plan aims to increase alternative travel mode (biking and walking) connectivity to nearby Tusawilla Park. It aims to improve connectivity to key destinations in the park, such as the Reilly Performing Arts Center and the Tusawilla Art Park. As ‘complete streets corridors’, these improvements should be comprehensive and include the following: color shaded or protected bike lanes, landscaping improvements (improved ground plantings and shade trees), sidewalk installation (and widening where needed), mid-block crossings where needed, and expanded local transit services. More basic streetscape improvements should include installing sidewalks with curbs on one or both sides of the ROW and landscaping.

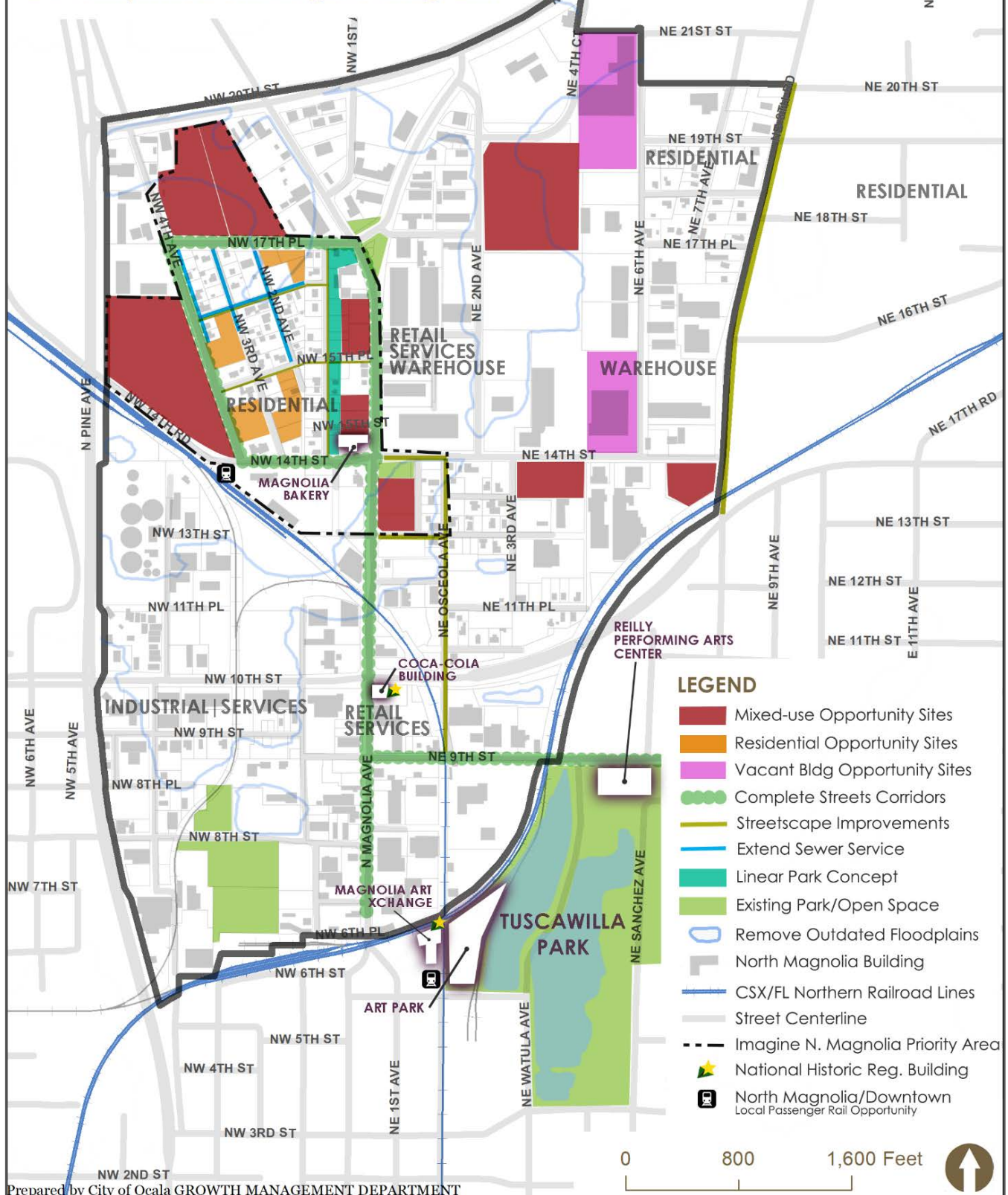
A local passenger rail opportunity is featured on this map with stops at NW 14<sup>th</sup> Rd and NW 4<sup>th</sup> Ave, and Magnolia Art Xchange. Additional stops could be placed near citizen’s circle and the parking garage, and near the S-curve on the southernmost end of downtown. This new limited rail service could both improve connectivity between downtown, Tusawilla Park, and North Magnolia, as well as serve as a destination itself.

Additionally, sewer lines need to be installed in the northern section of the Imagine North Magnolia Priority Area. This will enable more redevelopment activities in the area.

Finally, outdated floodplains in the vicinity of NW 10<sup>th</sup> St and N Magnolia, and NW 17<sup>th</sup> Pl need to be addressed. They could be addressed in two ways. A LOMR (Letter of Map Revision) submitted to FEMA would alter an entire floodplain polygon through an application and study. A successful LOMA (Letter of Map Amendment) application would remove specific properties from the floodplain, easing development procedures.

# NORTH MAGNOLIA CRA

## Development Strategies Diagram





### **6.3 Programs & Projects Budget**

Table 6.3 is a listing of the projects and programs proposed to be completed in the next twenty (20) years, after which the North Magnolia CRA will terminate. As stated in Section 6.1, this is not an exhaustive list of every redevelopment activity that will occur in the CRA over the next twenty years because it is difficult to identify with great specificity all the projects and programs necessary to realize the objectives contained in the Plan. Further, it is problematic to determine the cost of each activity and project that will be done over the next twenty years.

Therefore, the proposed budget table on page 56 is for planning purposes only. Actual project and program costs will be determined annually through the budget process based on priorities of the CRA. More realistic costs are realized when construction documents are approved. The table will be amended annually as priorities change, projects are completed, or new projects are created. As budgets and costs for the projects and programs necessary to implement the North Magnolia Redevelopment Area's goals and objectives are further developed and refined, more specific descriptions of the projects and programs will occur.

For all projects and programs, it is the intent to leverage CRA funding with other funding sources whenever possible. This will be done annually on a case by case basis, so it is not known at this time what the amounts of other funding sources will be.

TABLE 6.3  
NORTH MAGNOLIA REDEVELOPMENT AREA  
REDEVELOPMENT PLAN  
PROGRAMS & PROJECTS GENERALIZED BUDGET  
2019 - 2038

	FY 2019 – FY 2038
NE 9 <sup>th</sup> Street – Pedestrian & Beautification Project	\$325,000
North Magnolia Ave.-Landscaping – So. of N 14 <sup>th</sup> St.	\$90,000
Imagine North Magnolia	
Plans & Studies	\$150,000
Capital Projects-lighting, sidewalks, trail, utilities	\$750,000
Programs-grants, incentives, promotional	\$250,000
North Magnolia Ave.-Landscaping– No. of N 14 <sup>th</sup> St.	\$200,000
8 <sup>th</sup> Avenue Streetscape	\$1,500,000
Redevelopment Grants & Incentives	\$2,000,000
Administration	\$900,000

## **6.4 Redevelopment Administration**

The Ocala CRA Agency redevelopment process has been established consistent with Chapter 163, Part III., Community Redevelopment of the Florida Statutes. The Ocala Community Redevelopment Agency (CRA) carries out the redevelopment activities identified in this Redevelopment Plan. The staff of the CRA are a part of the Growth Management Department. The staff currently includes a CRA Manager and a CRA Analyst/Planner. The funding of the two positions is allocated among the four CRA Subareas and the General Fund based on work activities. Other Growth Management and Planning assist with redevelopment activities as needed.

The CRA follows City of Ocala budgeting, accounting and procurement procedures and policies. The City Finance Department prepares and submits the statutory required financial reports and audits with the appropriate State agency.

The CRA staff work with the North Magnolia Advisory Committee to make recommendations to the Ocala Community Redevelopment Agency Board, the decision-making body on redevelopment activities. The redevelopment activities, projects and programs, are incorporated into annual budgets and work programs based on priorities established among the Board, Advisory Committee and staff.

Capital projects are coordinated with the appropriate City Departments: City Engineering, Ocala Electric Utilities, Recreation and Parks and Public Works. Promotional and public outreach activities are coordinated with City Office of Strategic Engagement.



## VII. Funding

### 7.1 Tax Increment Projections

The North Magnolia CRA is projected to yield a total of \$10,205,875 in TIF revenues from fiscal year 2019 to its last year in 2038. This is based on an appreciation factor of 1.04 from 2019 to 2032, and a slightly lower factor of 1.03 from 2033 to 2038. These factors are based on growth rates from past economic cycles. The detailed Tax Increment projection table is included in Appendix 2.

### 7.2 Other funding Sources

Whenever possible CRA funds should be leveraged with other funding sources to partner on projects. Examples include

Brownfields

CDBG

Ocala Affordable Housing Program

City of Ocala General Fund

FDOT

	Year	Revenues
1	2019	\$ 306,620
2	2020	\$ 322,582
3	2021	\$ 333,543
4	2022	\$ 344,723
5	2023	\$ 367,531
6	2024	\$ 391,250
7	2025	\$ 415,919
8	2026	\$ 441,574
9	2027	\$ 488,256
10	2028	\$ 496,004
11	2029	\$ 524,863
12	2030	\$ 554,876
13	2031	\$ 586,090
14	2032	\$ 618,552
15	2033	\$ 614,548
16	2034	\$ 631,200
17	2035	\$ 648,185
18	2036	\$ 688,126
19	2037	\$ 706,398
20	2038	\$ 725,035
	Total	\$ 10,205,875

## **Appendices**

### **Appendix 1: Legal Description of North Magnolia CRA Subarea**

#### **Legal Description of North Magnolia Corridor Redevelopment Area**

Starting at a point in the middle of the intersection of North Pine Avenue and NW 20th Street thence east in the middle of NW 20th Street to a point in the middle of the intersection of NW 20th Street and NE Jacksonville Road continue northeast in the middle of road to the intersection with NE 4th Court (formerly CSX right-of-way) then south to the intersection to the southerly border of the section line (Section 5, Range 22, Township 15) thence east to the middle point of the intersection of NE 6th Avenue and NE 21<sup>st</sup> Street thence south to the intersection of NE 6<sup>th</sup> Avenue and 20<sup>th</sup> Street east to the middle of the intersection of NE 20<sup>th</sup> Street and NE 8<sup>th</sup> Road/Avenue thence south in the middle of NE 8<sup>th</sup> Road/Avenue to the middle of the intersection of NE 8<sup>th</sup> Avenue and the CSX rail line right of way thence continuing southwest along the middle of the CSX rail line right of way to the middle of the intersection of CSX rail line right of way and North Pine Street thence north in the middle of Pine Street to the starting point in the middle of the intersection of North Pine Avenue and NW 20th Street.

## Appendix 2: North Magnolia Strategic Plan

### INTRODUCTION

The Ocala Community Redevelopment Agency engaged the John Scott Dailey Florida Institute of Government at the University of Central Florida (IOG) to assist the North Magnolia Community Redevelopment Area Advisory Committee in updating its master plan. To ensure that the Long-Range Plan is responsive to the community's needs, the IOG, working with the Advisory Board and staff, is facilitating a series of community workshops and developing a strategic plan that will inform the update of the master plan. Ms. Marilyn Crotty, director of the IOG has designed the process and is facilitating all the sessions.

The first of these workshops was held on January 23, 2018 from 5:00 to 7:00 p.m. at Yandles Building Supplies. The purpose of the first meeting was to solicit input and discussion from community participants about what they:

- treasure most about the North Magnolia CRA
- develop a vision for the North Magnolia CRA for its future

The information below is a report of the discussions and conclusions of the first workshop.

Approximately 15 community stakeholders and 4 staff members attended the workshop. After a welcome and introductory remarks, Ms. Crotty divided the attendees into three small groups. Each group was asked to respond to the following question:

*What are the treasures of the North Magnolia area....the things (whether physical places or intangibles like community character) you love about the area and want to see continued, protected or improved? What would you want to ensure is preserved as the city plans for the future?*

#### **Group #1**

##### **Treasures**

Strong neighborhood commitment  
Individually owned businesses

Influx of small businesses  
Variety of businesses  
Neighbor to Tusawilla Park and Reilley Center  
Commercial businesses – continue and protect  
Good traffic flow

Remember heritage and use to guide future development/uses  
Preservation of older trees/landscaping  
Large vacant parcels that can be developed  
Easy access to location North of Ocala  
Pride and responsibility of businesses to maintain their businesses and the area  
N Magnolia is a unique neighborhood that supports Ocala  
Dedicated community to better its own area and how it impacts the rest of Ocala  
Many commercial redevelopment opportunities of large parcels  
Properties surrounding CRA that could be developed for housing for those working in the CRA  
Merchants and Ergle Parks  
Good infrastructure

### Group #2

#### **Treasures**

Pocket parks  
Ocala's Industrial area  
Railroad access  
Access to Pine  
Reilly Center and Art Park  
Local business  
Business diversity  
Large employers – SITEL  
Large employment base  
Weekends dead (improve)  
Livestock pavilion  
Magnolia Ave. streetscape project  
Available residential lots  
Good people with history in area

### Group #3

#### **Treasures**

Affordable housing  
Cemetery  
Magnolia Bakery  
Assets outside the District (e.g. Tusawilla Park, train station, Livestock Pavilion, Reilly Arts Center, etc.)  
Local community feel & locally owned businesses  
Potential of developable property – could be used to create destinations  
Lots of employment in and near the district

After discussions ended, each group presented its ideas to the larger group. While there was general agreement about the positive aspects of the area, consensus appears to revolve around maintaining its heritage as a commercial neighborhood with a variety of small businesses, many locally owned. The fact that there is plenty of room for development, small parks, and easy access enhances the value of the North Magnolia CRA.



At this time, the small groups reconvened and were asked to imagine the North Magnolia CRA in 2028:

*Describe the North Magnolia CRA. What does it look like? What is it like to live here, to work here, to own a business here? What kinds of economic activity take place here? What else would you say to fully describe the North Magnolia CRA you would like to see?*

### **Group #1**

#### **Vision 2028**

Restaurants

Housing in appropriate areas with park setting

Additional and upgraded sidewalks off the main corridor

Decorative brick intersections and entryways

Less mowing and plant flowers

12,000 – 15,000 sf of distribution centers

Bicycle paths

Expand lighting outward from corridors – decorative lighting

Mixed uses – (i.e. Imagine N Magnolia)

### **Group #2**

#### **Vision 2028**

Convenience store

Gas station (Wawa)

Restaurants

Light industry on vacant land

More housing apartments

Common architectural style

Better landscaping

Better access from SR40

Lighting and sidewalks on side streets

Parks

Walking paths

### **Group #3**

#### **Vision 2028**

Sewers

Street improvements

Sidewalks

More affordable housing

Vacant lots developed

Vacant buildings occupied

More small businesses

Trolley/connection to downtown

Innovative and specialty restaurants

Affordable commercial space

Incentives for affordable commercial space

Left turn lane on SR40 going north  
Relocate Salvation Army  
Safe community (fencing)  
Lighting  
Good landscaping  
Entertainment venues  
Recreation/pool hall/gun range  
Convenient store  
Grocery store or market/corner store  
Container homes or tiny houses  
RV Park  
Mix of industrial and retail  
Personal services (laundromat, hair salon, dry cleaners, nail salon, bicycle shop)

Reports from each group revealed a high degree of support for the addition of housing, restaurants, retail establishments, landscaping, lighting, and sidewalks/bike paths. The amenities identified would assure the continuation of a vibrant commercial center.

Ms. Crotty then asked the group to identify the three most important things they would like to see the North Magnolia CRA accomplish in the next 10 years. The following were listed:

- Infrastructure improvements
- Enhancement as a commercial/light industrial area
- Existence of retail and personal service businesses for the people who work in the area, the residents, and visitors

Based on the ideas of the participants in the workshop, the following vision statement expresses a desired future for the North Magnolia CRA.

### **DRAFT VISION**

**The North Magnolia CRA is the vibrant commercial and light industrial heart of the City of Ocala. Proud of our history as a neighborhood of small, locally owned businesses, the CRA is a thriving district that provides outstanding infrastructure and a safe and clean environment for a variety of enterprises and residents.**

The second community meeting was held on January 30, 2018 from 5:00 to 7:00 p.m. at Yandles Building Supplies. The purpose of the second meeting was to solicit input from the community participants about the following:

- External trends and issues affecting the North Magnolia Community
- Internal trends and issues affecting the North Magnolia Community
- The strengths, weaknesses, opportunities and threats facing the North Magnolia Community

This report is a summary of the discussions and conclusions of the second workshop.

## **EXTERNAL TRENDS AND ISSUES**

*Community participants discussed issues and trends that are occurring in the international, national, state, and regional environment that may have an impact on the North Magnolia Community in the near future. The following external forces were identified as significant for the community:*

- New tax law – unknown
- New development west of I-75
- Weather issues – sea-rise
  - Hurricanes, climate change
- Increased population
  - Retirees
  - Young families
  - Transient population
- Educational system lacking trained work force
- Distribution hub – central location
- Transportation network
- 45% of residents working outside Marion County
- Technology
  - Population workforce
  - Driverless vehicles
  - Internet shopping
  - Robots
- Immigration issues
- Off-shore manufacturing
- Healthcare
  - Costs
  - Access
- Communication
  - Instant
  - Worldwide
- Rare earth materials – disappearing
- Water supply – quality, quantity
- Legislation – limiting CRAs

## **INTERNAL TRENDS AND ISSUES**

*Community participants then analyzed internal issues and trends that may have an impact on the North Magnolia Community. The following items were identified:*

- Limited access from major arteries
- Lack of food service (restaurants)
- Limited change unless regulations loosened
  - Bureaucracy

Power distribution system  
 Improvements/lower cost  
 Crime rates dropped  
 Potential for increase

### S.W.O.T. ANALYSIS

*Community participants then identified what they perceive as strengths and weaknesses of the North Magnolia Community. They also identified opportunities and threats that affect the community. The following chart is a compilation of these ideas. The number in parens ( ) next to each comment indicates how many participants made this comment.*

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
(3) Businesses– property owners and business owners investing in area improvement; similar types of businesses in one location for consumers; North Magnolia Business Community BOD	(2) Access from the south ; egress to our business district from the South.	(2) Development– areas open for development; CRA land available for development by city	Recent changes to ordinances have impacted the ability to rent or sell properties. This will ultimately affect top dollars
(2) Location	Run-down/vacant structures	Growth in the overall area	Homelessness
(2) Neighborly– neighborhood atmosphere; good neighbors	Undeveloped property and empty buildings	Beautification of facades that can bring in consumers to businesses	(3) Government regulations and requirements that affect development and property uses; too many restrictions on new businesses; municipal regulations
(2) Development - Open areas for redevelopment; many vacant parcels that can be developed, some large.	Lack of participation in this process	Cultural venues nearby bring considerable money to the area. We can also tap this resource.	Bureaucracy - City
Proximity to major highways	Lack of restaurants/food trucks	Revitalization grants	Salvation Army



	for employees & consumers		
City support	Lighting of façades/businesses	Distribution hub	Crime
Active and involved community leaders and merchants willing to contribute time and effort to assist government and community	Lack of lights on non-primary roads	Railroad access for visitation both incoming and outgoing	Growth moving away
Clean	Lack of population diversity	Education - trade school	
		Prime properties	

The next step in the strategic planning process was a meeting of the North Magnolia Community Redevelopment Agency Advisory Committee held on February 8, 2018. The purpose of this meeting was to develop goals and objectives for the North Magnolia CRA to implement in the next ten years. Using data generated at the previous community workshops, the board members identified strategic issues, preliminary goals, and objectives.

*The following strategic issues were listed by the Advisory Board and grouped into five categories:*

### **Infrastructure**

Access from the South off S.R. 40

Provide adequate lighting – LED

Extend infrastructure improvements throughout the neighborhood

Sidewalks, lighting

### **Regulatory Framework**

Continue City support

Maintain current character of area

Establish/change rules and regulations that allow development to continue as in the current environment

Simplify permitting process, streamline

### **Economic Development**

Encourage investment in the district

Promote façade grants

Increased retail – restaurants, personal services

Continue to promote incentives to encourage development – water and sewer

### **Housing**

Affordable – workforce housing

Rehab existing residential

Safe, clean housing

### **Safety**

Lighting  
Fences

*The Advisory Committee agreed that these five categories are appropriate goal areas for the North Magnolia CRA. Goal statements will be written for each. The Committee then specified objectives under each goal. There is no significance to the order of the goals. At the Community Workshop on February 27<sup>th</sup>, participants reviewed the goals and objectives and selected priorities for implementation in the next few years. The priority objectives are identified below with the number indicating how many of the attendees selected each. The other objectives remain in the plan and are listed under other objectives.*

*The final meeting of this project occurred on March 8, 2018 when the North Magnolia CRA Advisory Committee reviewed, revised, and approved the goal statements and implementation strategies for the priority objectives. The strategic plan will be submitted to the CRA Board for approval.*

**NORTH MAGNOLIA COMMUNITY REDEVELOPMENT AREA  
STRATEGIC PLAN – APRIL 2018  
GOALS AND OBJECTIVES**

The Goals and Objectives of the Strategic Plan are stated below. The number ( ) next to an objective indicates the number of votes that objective obtained in the prioritization process. Objectives were prioritized so that the North Magnolia CRA Work Program can focus time and resources on those items that are considered most important. Objectives with four (4) or more votes were deemed priorities and labeled as such below. Those objectives with less than four (4) votes are labeled as Other Objectives.

Implementation Strategies - For each objective, the initial tasks necessary to implement the objective were determined. As the priority objectives will be addressed first, there are more details provided. As applicable, the tasks identify who will complete the task and when it will be done. The objectives and strategies should be monitored regularly and reevaluated at least annually.

**GOAL – INFRASTRUCTURE.** To upgrade and install high quality infrastructure within the CRA and to promote infrastructure improvements in surrounding areas that would benefit the North Magnolia CRA.

**Priority Objective**

(5) Accessibility and Connectivity– Improve access into the North Magnolia district from S.R. 40 and U.S. 441 and connections to adjoining areas.

**Implementation Strategy**

Install eastbound left turn lane from SR 40 to NE 1<sup>st</sup> Avenue. SR 40 is a FDOT road and part of the Downtown Ocala SR 40 project. This project is ranked #5 on the Ocala/Marion County Transportation Planning Organization (TPO) Transportation Improvement Program (TIP) priority projects but does not have funding allocated for design and construction. The TPO is the local agency that works directly with FDOT to develop a work program to prioritize projects in Marion County and Ocala. The TPO Board includes members of the Marion County Commission and the Ocala City Council. As the project proceeds through design and funding stages, it is discussed at TPO Board meetings and other community meetings and workshops.

- The CRA Advisory Committee and staff will work with FDOT, Ocala/Marion County TPO, and the City of Ocala to ensure the construction of an eastbound left-turn lane from SR 40 to NE 1<sup>st</sup> Avenue is completed in the immediate future. The request is that the project be funded for design and construction on the 2018/2019-2022/2023 TPO Transportation Improvement Program (TIP).
  - Beginning March 2018, attend meetings of the above organizations when the TIP and FDOT Work Program will be discussed.

- Inform and encourage constituents affected by the SR 40 project to participate in public meetings concerning the downtown Ocala SR 40 project.
- The project is outside the North Magnolia CRA but completing this work will have a great benefit on accessibility into the North Magnolia area.
- This task does not have an impact on the CRA budget.

## **Other Objectives**

(0) Pedestrian Movement – Prepare and implement a sidewalk program to serve residential and commercial areas of the North Magnolia area.

(1) Streetscape Beautification – install landscaping, hardscape, lighting along streets throughout the North Magnolia CRA neighborhood. (Lighting is also included under the Safety Goal)

## **Implementation Strategy**

Needs Assessment – Inventory and map the sidewalk and streetscape areas to determine the type and location of new improvements.

CIP – After needs assessment is complete, prioritize locations for work and include in 5-year capital improvements program (CIP).

**GOAL – REGULATORY FRAMEWORK** - To prepare plans and codes that maintain the historic light industrial/general business character of the area and, as appropriate and compatible, allow commercial, retail, office, and housing uses so that a balanced mixed-use neighborhood is created.

## **Priority Objectives**

(7) Citizen/business Participation – Affected citizens and businesses will be directly involved throughout the decision-making process regarding land use, zoning and development rules and regulations in the North Magnolia CRA.

The decision-making process involves public hearings of the Planning & Zoning Commission and City Council. Prior to these public hearings, staff reports will be presented to the North Magnolia CRA Advisory Committee for their review and recommendations.

(5) Land Use and Development Rules and Regulations – Review City of Ocala plans and codes to identify provisions that are not consistent with the character of the North Magnolia area and hinder compatible development and redevelopment.

## **Implementation Strategies**



Amend Future Land Use Map – A majority of the North Magnolia Community Redevelopment Area is in the Future Land Use Map category of High Intensity/Central Core. This category makes the underlying zoning districts inconsistent and creates a significant amount of non-conforming uses and developments.

- North Magnolia CRA Advisory Committee members and staff will meet with city planning staff by June 2018 to discuss appropriate land use category(s) that fit the existing conditions to replace the current category of High Intensity/Central Core.
  - The proposed new land use category(s) will be presented to the Planning & Zoning Commission and City Council at Public Hearings.

#### Amend Land Development Code

- North Magnolia CRA Advisory Committee members and staff will meet with city planning staff by August 2018 to identify land development code requirements that may interfere with the functioning of light industrial and general business uses.
  - The proposed code revisions will be presented to the Planning & Zoning Commission and City Council at Public Hearings.

### **GOAL – ECONOMIC DEVELOPMENT - To maintain an economically sound industrial/business area in Ocala**

#### **Other Objectives**

- (3) Develop incentive programs to encourage property improvement and redevelopment.
- (1) Increase promotion of the façade grant program to gain higher utilization of the program.
- (0) Create an economic development/marketing plan to promote the CRA and encourage development of undeveloped land and reuse of vacant buildings and identify who will be responsible for developing and implementing this plan.

#### **Implementation Strategies**

The Imagine North Magnolia Area has been identified as the area to focus property redevelopment efforts.

- Continue to assemble land for redevelopment
- Prepare a redevelopment master plan for the area. Determine boundaries of the area. Begin preparation of master plan by Oct. 1, 2018

**GOAL – HOUSING. To contribute to a balanced mixed-use neighborhood by allowing for a variety of housing in appropriate areas.**

**Other Objectives**

- (2) Clean up and rehabilitate existing housing as appropriate.
- (2) Encourage new, affordable and work-force residential development by ensuring zoning and development rules allow for this.

**Implementation Strategies**

Needs Assessment – Inventory and map housing needing rehabilitation and vacant residential lots for potential affordable housing construction.

There are a number of affordable housing programs offered by other organizations. There should be coordinated efforts among the organizations so that funding sources can be leveraged.

**GOAL – SAFETY. To provide a safe and secure environment for the businesses and residents of the North Magnolia area.**

**Priority Objective**

- (5) Encourage all infrastructure improvements to address pedestrian and vehicular safety– roads, lighting, security cameras, fencing.

**Other Objective**

- (0) Continue developing positive relationships with police, fire, code enforcement departments and the neighborhood.

<b>Appendix 3: COMPREHENSIVE PLAN CONSISTENCY MATRIX</b>	
<b>NORTH MAGNOLIA REDEVELOPMENT PLAN</b>	<b>OCALA COMPREHENSIVE PLAN</b>
<b>GOAL 1: LAND USE AND DEVELOPMENT.</b> To maintain the historic light industrial/general business character of the area and, as appropriate and compatible, allow commercial, retail, office, and housing uses so that a balanced mixed-use neighborhood is created.	
Objective 1.1: <u>Future Land Use Plan and Land Development Code</u> . Ensure plans and codes are consistent with the character of the North Magnolia CRA area and do not hinder compatible redevelopment.	<b>FUTURE LAND USE</b> - Policy 6.3: Low Intensity The intent of the Low Intensity land use classification is to identify areas that are generally oriented towards the automobile as the primary mode of transportation, with pedestrian circulation and activity being generally less than High Intensity /Central Core and Medium Intensity/Special District districts. Low Intensity may contain a single use. Mixed use development is encouraged. Permitted uses include office, commercial, public, recreation, institutional, educational facilities and residential. Light industrial shall only be allowable in designated locations as specified in the Land Development Code and must meet the intent of Future Land Use Element   7 the Low Intensity category, including form and design guidelines as applicable. It is also the intent of this category to promote a walkable suburban form.
Strategy 1.1.1. <u>Citizen and Business Participation</u> – Affected citizens and businesses will be directly involved throughout the decision-making process regarding land use and development code issues in the North Magnolia CRA.  Strategy 1.1.2. <u>Advisory Committee</u> - The North Magnolia CRA Advisory Committee will review proposed plan, code, and development application to provide comments to the Planning and Zoning Commission.	<b>FUTURE LAND USE</b> - OBJECTIVE 2: The City shall continue to promote and encourage public participation and citizen initiatives.
Objective 1.2: Plan a development pattern that allows for a variety of uses, residential, retail, business, and light industrial to create a balanced mixed-use neighborhood	<b>FUTURE LAND USE</b> - OBJECTIVE 5: The City shall plan and promote diverse mixed-use centers offering convenient shopping and services easily accessible by neighborhood residents wishing to either walk, ride a bicycle, use public transit, drive motorized vehicles, or utilize other viable mobility options.

<b>GOAL 2: PROPERTY REDEVELOPMENT.</b> To encourage and facilitate private sector investment to redevelop undeveloped properties into productive assets of the community.	
Objective 2.1: Ensure undeveloped properties are development-ready to increase their feasibility for redevelopment by the private sector.	
Strategy 2.1.1. Continue to purchase, assemble, and prepare sites for redevelopment. Prepare conceptual master development plans for smaller sub-areas of the North Magnolia CRA beginning with the Imagine North Magnolia subarea. Issue Requests for Proposals for the redevelopment of assembled properties.	<b>FUTURE LAND USE</b> - Policy 3.2: By 2022, the City shall prepare specific Community Plans for additional neighborhoods with detailed recommendations for neighborhood preservation, enhancement, redevelopment, and new development.
Objective 2.2: Prepare redevelopment programs that encourage private sector investment	<b>FUTURE LAND USE</b> - Policy 3.4: The City shall program and fund capital improvement projects identified in the Community Plans to improve the appearance of the public realm to attract private investment. Community Plan capital improvement projects should receive priority consideration during the annual budgeting cycle
Strategy 2.2.1. Develop incentive programs for new construction, including funding for infrastructure.  Strategy 2.2.2. Use public-private partnerships to facilitate private sector involvement in redevelopment projects.	<b>FUTURE LAND USE</b> - Policy 3.5: The City shall continue to evaluate programs such as grants, loans, special districts and other innovative strategies to promote and fund revitalization of neighborhoods, and business funding strategies that will implement the Community Plans.
Funding for infrastructure related to property redevelopment may come from the CRA, City of Ocala, property owners, state or federal grants and/or other sources.	<b>FUTURE LAND USE</b> - Policy 12.1: The City shall require that all development have adequate services and facilities including water, roads, sewage collection and treatment, stormwater drainage, recreation and solid waste disposal, to the extent required by state law, other provisions of this Comprehensive Plan, or the City's Land Development Code
<b>GOAL 3: CIRCULATION &amp; MOBILITY.</b> To upgrade and install a high-quality circulation system within the CRA and to promote roadway improvements in surrounding areas that would benefit the North Magnolia CRA.	<b>TRANSPORTATION – GOAL 1:</b> To create and maintain a safe, efficient and aesthetic transportation system that encourages multi-modal transportation and promotes the mobility strategies of the Ocala 2035 Vision.
Objective 3.1: <u>Accessibility and Connectivity</u> – Improve accessibility and increase multi-modal connectivity - trails, bikeways, sidewalks - to adjoining areas.	<b>FUTURE LAND USE</b> - Policy 7.4: The City shall incorporate “Complete Streets” and “Road Diet” techniques as described in the Transportation Element, into Corridor Overlays



	<p>where feasible. Although corridors are generally automobile-oriented, design should balance the needs of public transit, pedestrians, bicyclists, and other non-motorized users.</p> <p><b>TRANSPORTATION – OBJECTIVE 7:</b> The City shall design “Complete Streets” that integrate all modes of transportation (such as, but not limited to: walking, bicycling, vehicular and public transit facilities) to accommodate alternative transportation modes, aesthetics and safety for people of all ages and abilities.</p>
Objective 3.2: <u>Streetscape</u> – Enhance the functionality, safety and aesthetics of streetscapes along streets throughout the North Magnolia CRA.	<b>FUTURE LAND USE</b> - Policy 3.4: The City shall program and fund capital improvement projects identified in the Community Plans to improve the appearance of the public realm to attract private investment.
<b>GOAL 4: ECONOMIC DEVELOPMENT</b> - To maintain an economically sound industrial/business area in Ocala	
Objective 4.1: Enhance the commercial tax base, promote business development, and increase employment opportunities by encouraging and facilitating the reuse of vacant and underutilized commercial buildings for viable businesses.	<b>FUTURE LAND USE</b> - OBJECTIVE 16: The City shall identify blighted or deteriorated areas of the City as defined by Florida Statute 163.340(8), then articulate and address the needs, with the intent of reducing deficiencies.
Strategy 4.1.2 – Incentive programs may be developed to encourage building and property improvements. Grants programs may be established to improve building conditions both interior and exterior, for business expansion, and for the change of use of a building.	<b>FUTURE LAND USE</b> - Policy 3.5: The City shall continue to evaluate programs such as grants, loans, special districts and other innovative strategies to promote and fund revitalization of neighborhoods, and business funding strategies that will implement the Community Plans.
Objective 4.2: Promote the CRA area to attract potential developers, businesses, customers and visitors.	
<b>GOAL 5: HOUSING.</b> To contribute to a balanced mixed-use neighborhood by allowing for a variety of housing in appropriate areas.	
Objective 5.1: Rehabilitate and improve existing housing as appropriate.	<b>HOUSING – OBJECTIVE 2:</b> To reduce the number of substandard housing structures, the City shall work with the homeowner to acquire, rehabilitate such structures when possible, or demolish such structures as necessary.
Objective 5.2: Encourage construction of new, affordable and work-force housing in appropriate locations	<b>HOUSING</b> - Policy 1.2: The City shall improve the efficiency, affordability, availability, and supply of safe and sanitary housing within the City of Ocala, placing emphasis on the needs of very low, low and moderate income families and

	those of the elderly by seeking, applying for and administering grant funds.
<b>GOAL 6: SAFETY.</b> To provide a safe and secure environment for the businesses and residents of the North Magnolia area.	
Objective 6.1: Encourage all infrastructure improvements to address pedestrian and vehicular safety– roads, lighting, security cameras, fencing.	
Objective 6.2: Continue developing positive relationships with police, fire, code enforcement departments and the neighborhood.	

1    **Appendix 4: North Magnolia TIF Projections**

North Magnolia CRA TIF Projections												
REVENUE PROJECTIONS		Appreciation Factor										
1987 Base Year	Assessment											
Existing and Proposed	\$22,394,439											
Assessments	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	Total 2016-2025	PV
	\$49,242,020.00	\$50,068,238.00	\$51,218,205.00	\$53,266,933.20	\$55,397,611	\$57,613,514.95	\$59,918,055.55	\$62,314,777.77	\$64,807,368.88	\$67,399,663.63		
Increment	\$26,847,581	\$27,673,799	\$28,823,766	\$30,872,494	\$33,003,172	\$35,219,076	\$37,523,617	\$39,920,338.77	\$42,412,929.88	\$45,005,224.63		
City Millage	0.0066177	0.0066177	0.0066177	0.0066177	0.0066177	0.0066177	0.0066177	0.0066177	0.0066177	0.0066177		
Revenue @ 95%	168785.7749	173980.0547	181209.6844	194089.6596	207484.8338	221415.815	235904.0354	250971.7846	266642.2438	282939.5213	\$2,183,423	\$1,791,168
County Millage	0.0039	0.00402	0.00402	0.00402	0.00402	0.00402	0.00402	0.00402	0.00402	0.00402		
Revenue @ 95%	99470.28761	105686.2384	110077.9624	117902.0553	126039.1121	134501.651	143302.6916	152455.7738	161974.9792	171874.9529	\$1,323,286	\$1,085,555
TOTAL CRA REVENUE	\$268,256.06	\$279,666.29	\$291,287.65	\$311,991.71	\$333,523.95	\$355,917.47	\$379,206.73	\$403,428	\$428,617	\$454,814	\$3,506,709	\$2,876,723
Assessments	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total 2026-2035	
	\$70,095,650.18	\$72,899,476.19	\$75,815,455.24	\$78,848,073.44	\$82,001,996.38	\$85,282,076.24	\$88,693,359.29	\$91,354,160.07	\$94,094,784.87	\$96,917,628.41		
Increment	\$47,701,211.18	\$50,505,037.19	\$53,421,016.24	\$56,453,634.44	\$59,607,557.38	\$62,887,637.24	\$66,298,920.29	\$68,959,721.07	\$71,700,345.87	\$74,523,189.41		
City Millage	0.0066177	0.0066177	0.0066177	0.0066177	0.0066177	0.0066177	0.0066177	0.0066177	0.0066177	0.0066177		
Revenue @ 95%	\$299,889	\$317,516	\$335,848	\$354,914	\$374,742	\$395,363	\$416,809	\$410,719.27	\$427,042.24	\$443,854.90	\$3,776,696	\$2,541,608
County Millage	0.00402	0.00402	0.00402	0.00402	0.00402	0.00402	0.00402	0.00402	0.00402	0.00402		
Revenue @ 95%	182170.9255	192878.737	204014.861	215596.4299	227641.2616	240167.8866	253195.5766	263357.1747	273823.6209	284604.0604	\$2,337,451	\$1,573,037
TOTAL CRA REVENUE	\$482,060	\$510,395	\$539,863	\$570,510	\$602,383	\$635,531	\$670,005	\$674,076.45	\$700,865.86	\$728,458.96	\$6,114,147	\$4,114,645
Assessments	2036	2037	2038									
	\$99,825,157.27	\$102,819,911.98	\$105,904,509.34								Total 2036-2038	
Increment	\$77,430,718.27	\$80,425,472.98	\$83,510,070.34									
City Millage	0.0066177	0.0066177	0.0066177									
Revenue @ 95%	486792.6011	505620.0699	525012.3629								\$1,517,425	\$837,726
County Millage	0.00402	0.00402	0.00402									
Revenue @ 95%	295707.9131	307144.8813	318924.9586								\$921,778	\$508,887
TOTAL CRA REVENUE	\$782,500.51	\$812,764.95	\$843,937.32	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,439,203	\$1,346,613
Footnotes:												
1. Total CRA Revenue includes 95 percent of property tax collections from the city and county general rate.										Total	\$12,060,058.64	\$8,337,981.19
2. Millage rate is held constant.												
3. Appreciation factor is assumed. This factor will vary.												
4. CRA Revenue from contributions by taxing jurisdictions only.												

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